



# 2019-2020 Annual Business Plan



Version	Status	Release Date
Version 1.0	Draft for Audit Committee meeting	17 April 2019
Version 1.1	Draft Adopted for Community Consultation	15 May 2019
Version 1.2	Adoption by Council	11 June 2019

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## Community Consultation

The Draft 2019/20 Kangaroo Island Council Annual Business Plan was presented for public consultation for 21 days from Wednesday 15 May to Wednesday 5 June COB.

Public information sessions to present the Plan were held in **Kingscote** at the Kangaroo Island Council Chambers, 43 Dauncey Street, on Thursday 16 May 2019 at 6:30pm and in **Adelaide** at the IBIS Hotel, 122 Grenfell Street, on Monday 20 May 2019 at 6:30pm

The document was available to the public to view and provide written feedback from 16 May 2019 to 5 June 2019 COB, at [www.kangarooisland.sa.gov.au/consultations](http://www.kangarooisland.sa.gov.au/consultations) or as a hard copy from Customer Service, 43 Dauncey Street Kingscote and the Penneshaw Community Business Centre, Middle Terrace, Penneshaw.

People could also make verbal submissions at a Public Meeting in Kingscote Council Chambers on Tuesday 11 June from 11.00am-12.00 noon. A report containing all submissions on the draft Annual Business Plan and Budget 2019-20 was presented to Council for adoption on Thursday 11 June 2019.

Council communicated the consultation period and opportunities to provide feedback on the draft Annual Business Plan and Budget 2019-20 including advertisements in local public newspapers *The Islander* and *The Advertiser*, on public notice boards, on Council's website, Facebook page, and local Spotlight app.

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# Message from the Mayor



The Elected Members of Kangaroo Island Council, together with senior members of Council Administration, have worked diligently and collaboratively to create a substantial reduction in total expenditure for the 2019-20 budget – almost \$1.5 million.

This response came about in the wake of concerns expressed by Elected Members and members of the Community that Council needs to get 'back to basics'. We listened to what our ratepayers have said and this budget is a reflection of that.

After much deliberation the Elected Members determined the main focus going forward would be on critical infrastructure – unsealed roads, sealed roads, kerbs and paths.

In reviewing its budgeted operating and capital expenditure Council found improved efficiencies, or made expedient cuts, to meet the budget requirements.

There are always some budget considerations which Council has no control over such as increases in State Government charges e.g. waste management levies, which formulate a component of the fees we pay to Fleurieu Regional Waste Management Authority for the management of our waste services and the NRM levy, which we pass on in full.

I would like to thank the Executive Leadership Team and Council Leadership Team for helping to achieve this outcome.

In addition to the renewed focus on infrastructure, we are mindful of the growing need to respond to fire prevention on the Island, as this amounts to better protection of lives, livelihoods and infrastructure, so allowance has been made for the development of programs to support bushfire prevention.

Council's administrative priorities are being realigned to focus on these key deliverables.

Delivering a leaner budget doesn't mean there will be a drop in service levels provided to the Community, however funding will be tight.

I believe we owe it to the Community to reduce costs while improving our critical infrastructure.

We are using this budget to get back to basics. It is a 'needs' budget rather than a 'wants budget'. We must live within our means in order to reach a sustainable financial position in the future.

**Michael Pengilly**  
**Mayor**

#### **Committee Representative**

Audit Committee  
Boating Facilities Committee  
Finance Committee  
Southern Hills LGA  
CEO Performance Management Panel  
Awards and Grants Assessment Panel

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# Message from the Acting Chief Executive Officer



The swearing in of a newly elected body in December 2018 ushered in a new era for Kangaroo Island Council.

The months which followed presented many changes and challenges for the organisation, but Council staff have been working closely with the Elected Members to achieve harmonisation and common goals.

Change is never easy. Sailors didn't discover new countries until they had the courage to lose sight of the shore, so we need to pull up anchor and set sail. It's fair to say that there will be some resistance but, at the end of the day, what we all realise is to just stay the same while the world changes around you requires change.

One of the first tasks was the 2019-20 Annual Budget which we present to you in this Annual Business Plan. It is a budget that responds to the Community's desire to see Council focus on key service infrastructure.

We are also in the process of collaborating with the Elected Members to develop the 2019-2023 Strategic Management Plan which will help provide direction for the 2020-21 Annual Business Plan and beyond.

With almost \$1.5 million shaved from this year's budget, Council will be focused on consolidating its services and concentrating on day to day core business, such as the construction and maintenance of roads and footpaths.

However, we continue to be mindful of the need to address other key strategic infrastructure and community projects.

The success of any organisation relies on the quality of its people and the impact of their collective efforts. I have been impressed by the high level of professionalism and dedication demonstrated by Council staff across all parts of the organisation and look forward to working with them and the Elected Members to achieve our goals set out in this Annual Business Plan.

Greg Georgopoulos

**Acting Chief Executive Officer**

# Your Council

## Elected Members

Our Elected Members are collectively responsible for decisions and policy making that impacts on future plans for Kangaroo Island, and the lives and livelihoods of the individuals, organisations and businesses within it.

The role of your Elected Members is to:

- Participate in the deliberations and civic activities of the Council
- Formulate the Council's objectives and policies
- Keep the Council's objectives and policies under review to ensure they are appropriate and effective
- Keep Council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery under review
- Represent the interests of Residents and Ratepayers, to provide Community leadership and guidance, and to facilitate communication between the Community and Council.

## Senior Management Team

Acting Chief Executive Officer  
Director Council Services  
Accountant – Finance Professional  
Manager Development & Environmental Services  
Technical Programs Manager  
Community Affairs Manager  
Customer Engagement Manager  
Asset Services Technical Officer

Greg Georgopoulos  
Nicholla Putland  
John Howe  
Aaron Wilksch  
John Fernandez  
Pat Austin  
Danielle Fleet  
Yarran Iversen

## Contact Details for Council

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# Your Elected Members



**Cr Bob Teasdale, Deputy Mayor**

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**Committee Representative**

Audit Committee

Finance Committee

Penneshaw Community Business Centre

CEO Performance Management Panel



**Cr Sam Mumford**

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**Committee Representative**

Audit Committee

Finance Committee

Boating Facilities Committee



**Cr Leeza Irwin (resigned 9 July 2019)**

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**Committee Representative**

Finance Committee

Tourism Kangaroo Island

Awards and Grants Assessment Panel



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**Committee Representative**

Finance Committee

Awards and Grants Assessment Panel



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**Committee Representative**

Finance Committee

Awards and Grants Assessment Panel

Fleurieu Regional Waste Authority

Council Assessment Panel



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**Committee Representative**

Finance Committee



**Cr Graham Walkom**

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**Committee Representative**

Finance Committee

Audit Committee

Boating Facilities Committee



**Cr Peter Tiggemann**

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**Committee Representative**

Boating Facilities Committee



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# Vision, Mission, Values & Behaviours

## Our Vision

A confident, growing and cohesive community

- Benefiting from a thriving economy based on strong tourism and primary production sectors
- Preserving our unique heritage
- Sustainably managing our natural environment

## Our Mission

To provide leadership, direction and responsible stewardship of resources and delivery of efficient, cost effective key services to our community.

## Our Values and Behaviours

- Creativity and Innovation
- Equality
- Accountability and Transparency
- Sustainability
- Service Orientated
- Participatory
- Safety



# Council Services

All Councils have responsibilities under the *Local Government Act*, 1999 and other relevant legislation, including the following:

- Regulatory activities e.g. maintaining the Voters' Roll and supporting the Elected Council
- Setting rates, preparing an annual budget and determining longer term strategic management plans for the area
- Management of basic infrastructure including roads, footpaths, parks, public open spaces, street lighting and rubbish collection
- Development planning and control, including building fire safety assessment
- Various environmental health services
- Fire protection
- Dog and cat management
- Parks and gardens
- Public amenities
- Ovals and sporting arenas
- Playgrounds
- Environmental programs
- Community programs.

In response to Community needs, Council also provides further services and programs including:

- Library services
- Youth support
- Economic development
- Community development
- Car parking
- Tidal swimming pool

Council operates a number of facilities on a fee-for-service basis. Please refer to the Fees and Charges Schedule on our website at [www.kangarooisland.sa.gov.au/publications](http://www.kangarooisland.sa.gov.au/publications). These provide important Community benefits whilst also generating revenue for services and projects:

- Camping grounds
- Cemeteries
- Waste management
- Community Wastewater Management Schemes (CWMS)
- Airport
- Town halls
- Water standpipes
- Boat ramps and marina facilities.

# Rating Policy Statement

Pursuant to Section 123 (2)(g) of the *Local Government Act* 1999 and as stipulated in the Local Government (Financial Management) Regulations 2011 Part 2-6, The Kangaroo Island Council's Annual Business Plan contains the necessary information relating to general rating and valuations in the Rating and Rebate Policy found in Appendix D of this document.

Council rates are imposed on all rateable properties in the Council area in accordance with the provisions of the *Local Government Act*, 1999. Council is only able to provide the assets and services expected by the Community through the levying and collection of rates, Council's principal source of revenue.

Kangaroo Island Council's Policy for setting and collecting rates from the Community covers the following:

- Methods used to value land
- Business Impact Statement
- General rates
- Fixed charges
- NRM Levy
- Payment of rates
- Remission and postponement of rates
- Sale of land for non-payment of rates
- Adoption of valuations
- Council's revenue raising powers
- Differential rates
- Service rates and charges
- Rate concessions
- Late payment of rates
- Rebate of rates
- Disclaimer

## Contact Details for Rates Information

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# Assessments and Rates

Total Assessed Capital Value (Total Capital Value of all assessments on Kangaroo Island)	\$ 1,678,082,000
Total Properties (Total assessments on Kangaroo Island)	6,051
Number of Rateable Properties (Total no of assessments that are charged rates-excludes Crown Land and Council owned)	5,603
Capital Value Rateable Properties (Total Capital Value of the assessments that are charged rates)	\$1,580,858,610
General Rates Income (Total amount of rates raised after rebates have been deducted)	\$ 6,962,997
Residential (cents in the dollar) (Rates calculated on the Capital value of the property e.g. CV \$100,000 x 0.003471 = \$347.10 in rates)	\$ 0.3448
Residential Income* (Total rates raised on Residential properties)	\$ 3,160,108
Commercial - Shop (cents in the dollar)	\$ 0.3655
Commercial - Office (cents in the dollar)	\$ 0.3655
Commercial - Other (cents in the dollar)	\$ 0.3655
Industry - Light (cents in the dollar)	\$ 0.3655
Industry - Other (cents in the dollar)	\$ 0.3655
Commercial & Industry Income* (Total rates raised on Commercial & Industrial assessments)	\$433,366
Primary Production (cents in the dollar)	\$ 0.3276
Primary Production Income* (Total rates raised on Primary Production assessments)	\$ 2,343,977
Vacant Land (cents in the dollar)	\$ 0.5206
Vacant Land Income* (Total rates raised on Vacant Land assessments)	\$ 995,457
Other Rateable Land (cents in the dollar)	\$ 0.3655
Marinas (cents in the dollar)	\$ 0.3655
Other Rateable Land & Marinas Income* (Total rates raised on assessments rated as Other (no Marinas))	\$ 130,035
CWMS (Community Waste Water Management Schemes) Income (Total service charges for properties charged the CWMS annual fee)	\$ 1,452,204
CWMS (fee per connection) (Annual fee charged per property in connection area)	\$ 642.00
Waste Management Income (Total Waste charges)	\$ 1,617,919
Waste Management Charge - Treatment & Disposal (Annual fee charged per assessment)	\$ 225.00
Waste Management Charge – Collection (Annual fee charged)	\$ 117.00
NRM (Natural Resources Management) Levy Income (Total levy charged)	\$ 402,784
NRM Levy per property (Annual fee charged per assessment)	\$ 78.50
Fixed Charge (Annual fee charged per assessment)	\$ 290
Number of Non-Rateable Properties (Council and Crown Land)	448
Capital Value Non-Rateable Properties (Total Capital Value)	\$ 97,223,390
Rates Capping (maximum increase of rates payable subject to conditions)	20%

**For further information on rates see Appendix D**

*\*Indicates net of rate rebates*

# Looking Back - 2018-19 Achievements



## Kingscote – Brownlow Shared Use Path – Stage 5

Completed: Council received match funding of \$110,000 from the Department of Transport and Infrastructure's 2017/18 Open Spaces Grant program to complete this section of path commencing at the entrance to Reeves Point, and finishing at Flagstaff Hill.



## High Use Intersections Sealed

Completed: A number of high use intersections were sealed or resealed to improve safety. They included Playford Highway intersections with Lovers Lane, Hillview Road, Turkey Lane, McHugh's Road and Harriet Road; and Hog Bay Road intersections with Angle Pole Road and Pennington Bay Road. Council also resealed the intersection of South Coast Road and Elsegood Road for a combined total \$160,000. In addition, the main Emu Bay North Coast Road intersection was financed with \$145,000 DPTI Black Spot Funding.



## Emu Bay Boat Ramp Upgrade

Currently Partially Completed: This long awaited remodelling of the Emu Bay Boat ramp received 50% co-funding over three years through a SA Boating Facility Advisory Committee grant for \$800,000. It partially opened in time for the 2019 Easter holidays. Works were focused on improvement to the jetties, wave attenuation boards, rock armour, ramp and an upgrade to the car park.

## Prospect Hill Stairs

Completed: The upgrade of this iconic destination was jointly funded by a Federal Government Building Better Regions Fund 2 grant of \$750,000, a DPTI Open Spaces grant for \$125,000, and Kangaroo Island Council contribution of \$125,000.



## Penneshaw CWMS Extension Project

Completed: The Stage 1 West project saw 21 additional properties linked into the Penneshaw scheme from Cape Willoughby Road to Bates Way along Hog Bay Road. Works were completed in November 2018. The project cost \$330,000 and was funded through CWMS service charges.



## Other Major Capital Works Projects included:

Three Chain Road Re-sheet	\$2M DPTI Unsealed Roads Funding - Stage 8
Investigator Ave & Trethewey Terrace Kerbing	\$200,000
Wedgewood/Hickmans Roads Bridge widening , stormwater extensions	\$200,000 Special Local Roads Program & \$100K KIC funding
Stormwater Upgrade American River	\$130,000
Knofel Drive Sealing	\$120,000
The Lane Reconstruction (Stage 1)	\$100,000
Island Beach Roads Upgrade	\$60,000
Penneshaw Toilet Amenities Upgrade	\$60,000
Art Gallery Upgrade	\$40,000
Christmas and Clark Streets Sealed	\$30,000

# Looking ahead to 2019-20

## Significant Influences and Priorities

CPI – set at December 2018 quarter: (CPI Rate 1.6%)

A number of significant factors have influenced the preparation of **Council's Annual Business Plan and Budget 2019-20**.

With improvements to our financial position Council has been able to consider a Long Term Financial Plan that provides confidence in our ability to continue to strive towards financial sustainability within 10 years whilst holding planned rates increases to CPI in 2019-20.

Pursuant to the *Local Government Act 1999* (2) (e) this reflects improved financial performance and recognises the cost of living pressures on our Community.

To this end the increase in Rates Revenue in 2019-20 will comprise CPI of 1.6%.

An allowance of 1% has also been included to recognise the increase in capital values of properties (noting that this has varied between 0.1% and 0.8% over the past four years and is a product of supply/demand and the Valuer General's view on this and how it is applying to the Island.).

In addition to this, Council has determined that the temporary reduction in the rate differential for Primary Production (land use code), introduced as a response to the drought in the late 2000s, will be phased out at 2.5% per year until parity with the residential differential is

reached (100%), so in 2019-20 the differential will move from 92.5% to 95.0%.

Continued efficiencies in the **management of waste** have been offset by an increase in the cost of processing recyclables and this will see the service charge for kerbside collection and waste increased by CPI. We will be able to achieve this despite costs associated with moving waste off the Island, landfill charges and the State Government levy on waste going to landfill all continuing to climb.

### **Community Wastewater Management Schemes**

(CWMS) service charges will increase by 1.6% to \$642 in line with CPI, reflecting the forecast made in last year's Annual Business Plan. This service charge will be allocated to those properties that have the capability to be connected to one of the schemes and does not apply to all ratepayers.

To meet the needs of the Capital Works Program, the Long Term Financial Plan demonstrates that a **sustainable level** of borrowing for the Council in future years is \$1.5M.



When coupled with the \$2M that the State provides through the Unsealed Roads Upgrade Program and \$855,000 provided by other funding sources, we expect to deliver almost **\$4.5M of infrastructure and asset upgrades** in 2019-20 including a further \$430K on CWMS infrastructure.

With regards to **Council-funded capital works and plant/equipment purchase** it is intended that we establish variable cash advance debenture facilities (CAD) to the level required (with plant/equipment and CWMS generally being funded on a fixed rate loan).

In 2018 the Federal Government reinstated the indexation on the **Federal Assistance Grants** (FAGs) which are distributed to the States who in turn distribute the grants to Local Government via the State Grants Commission funding formula.

For budgeting purposes it has been included at 2018-19 rates plus a 1.6% uplift, with the expectation that the full amount will be received in the budget year.

**Roads to Recovery** funding for the financial year 2019-20 is budgeted at \$345,000 which is the same as in 2018-19. This will be allocated to the Capital Works Program.

The **enterprise bargaining agreement** between Council and its staff was renegotiated in June 2017 and sets out the budgeting parameters for the next three years with respect to employment conditions and wage increases. For 2019-20 Council has budgeted for a slight decrease in overall employee expenses.

The **impacts of climate change** are starting to be considered by Councils around Australia and plans and solutions are being developed. Locally, the Resilient Hills and Coasts (RH&C) Climate Change Adaptation group comprises six councils.

It includes the Adelaide Hills, Fleurieu Peninsula councils and Kangaroo Island, with support from NRM Boards, and the State and Federal governments.

We were successful with a grant of \$70,000 to undertake a Coastal Hazard Mapping Pilot Project in 2018-19 which was used to identify the hazards caused by rising sea level that eastern Kangaroo Island is likely to encounter. This has led to a further \$25K being allocated to planning for a levee bank in American River. This is the first step in a project that will be completed over the coming years.

The focus of the RH&C project is to ensure that the region remains a strong and vibrant place to live, work and visit and that businesses, communities and environments can respond positively to the challenges and opportunities presented by a changing climate. To date the group has developed an adaptation plan, assessed the benefits of a community energy program and started an infrastructure project 'where we build, what we build'.





## 2019-20 Essential Infrastructure Summary

Essential Infrastructure	CAPEX
Unsealed Roads	\$ 2,410,000
Sealed Roads	\$ 1,125,649
CWMS	\$ 430,000
Footpaths	\$ 150,000
Kerbs	\$ 115,000
Plant Replacement	\$ 100,000
Fire Management	\$ 50,000
Airport	\$ 50,000
Buildings	\$ 48,000
Cemeteries	\$ 30,000
Risk Mitigation & Safety	\$ 25,000
Parks & Gardens	\$ 25,000

All 2019-20 major capital works construction projects are listed under Appendix C, page 63.



# Strategic Plan Framework

The 2019-20 Annual Business Plan continues to be guided by the existing 2014-18 Strategic Plan (framework depicted below) as the 2019-23 Strategic Plan is still in development.

Being in a transition period, some aspects of the draft 2019-2023 Strategic Plan have had an influence on the budget considerations reflected in this Annual Business Plan.

The 2019-23 Strategic Plan framework will consist of five pillars rather than the current seven outlined below, and will comprise: Infrastructure, Community, Economy, Environment and Organisation. Each pillar has an overarching goal, key strategic outcomes, and a series of actions that will help produce those outcomes. We look forward to presenting that Plan in 2019/20.



# Linking the Long Term Financial Plan to the Strategic Goals

Kangaroo Island Council continues its commitment to long term financial planning and to take steps towards securing its long-term financial sustainability.

Council's Long Term Financial Plan (LTFP) is a rolling plan. Council adopted its most recent LTFP in May 2017 and these notes refer to that financial plan.

The key conclusions of the LTFP are:

- Council is targeting a net surplus in 9 of the 10 years of the plan.
- Our LTFP includes Income in Advance from the Airport Grant amortised in two tranches – with the Grant from the Federal Government amortised over 5 years (with a half year in the first and sixth years of the LTFP) and the Grant from the State Government amortised over the next 20 years. This income is included in our annual budget.
- Operational Revenue increases by 22% over the 10 year period of the Plan.
- Operational Expenditure increases by 26% over the 10 year period of the Plan.

The LTFP was first adopted in November 2014. It is reviewed annually and was last revised in 2017 to allow for the impact of better than predicted financial control, Penneshaw CWMS proceeding, changes to rates differential for Primary

Production and the potential of the Airport as a revenue generation source for 2017-18 onwards following the announcement of the successful Commonwealth Funding bid for the Upgrade Project.

The revised LTFP has incorporated the needs of the Strategic Infrastructure and Asset Management Plan (SIAMP), the impact of the Airport Revenue and changes to the rate differential, and has determined that rates revenue increases would be reduced by 1% in 2016-17 and then again by a further 1% in 2017-18 and then planned to remain at CPI only thereafter. An allowance for capital valuation growth of 1% is provided for. This plan was adopted by Council and drives the 2019-20 budget.

Council's LTFP is reviewed annually once the audited accounts for the previous financial year are completed – it is expected that further fine-tuning and changes will be made as Council continues to explore other options to manage the gap between available funding and the needs of the SIAMP.

Appendix A provides a summary of the financial statements that flow from this Annual Business Plan and Budget.

Council has budgeted for an expected net surplus of \$2,123,000 and an operating deficit of \$687K for 2019-20. This is a decrease in operating deficit projected for 2019-20 compared to 2018-19 of \$788K (over 50% reduction). The increase in Net Surplus compared to 2018-19 is \$943,000. Council will have a pre-depreciation net surplus of \$4,240,000. This is a good result and stems from management of grants for the Airport Upgrade and tight general budget control. Our financial disciplines, established over the past seven years, continue to drive improvements in revenue optimisation, work efficiency and delivery without significant uplift in cost.

It is pleasing to note that we have been able to propose this budget with CPI uplift in Rates, CWMS service charges and Waste Service charges.

In terms of comparison with the LTFP, we are reporting a \$4.24M pre-depreciation surplus compared with a LTFP profit forecast of \$1.499M.

The major difference in these two figures is that the Amounts Received Specifically for New or Upgraded Assets, and Physical Resources Received Free of Charge, are shown in the LTFP as income and in the budget as below the line.

These two amounts total \$2.81M. Rates and Statutory charges are in line with the LTFP but User Charges, Grants, Subsidies and Contributions, Investment Income and Reimbursements are all below the LTFP forecast.

The operating deficit is the difference between operating revenue and expenses for the year. Amongst other things, Council's long term financial sustainability is dependent on ensuring that over time, its expenses are less than its revenue.

It should be noted that Kangaroo Island Council will continue to face challenges in its quest for long term financial sustainability, without another source of non-rates-derived revenue and Council continues to explore options to achieve this.

Council's financial sustainability challenges are due to a small rates base and a large asset base which was \$218M at 30 June 2018. (As per the audited accounts)

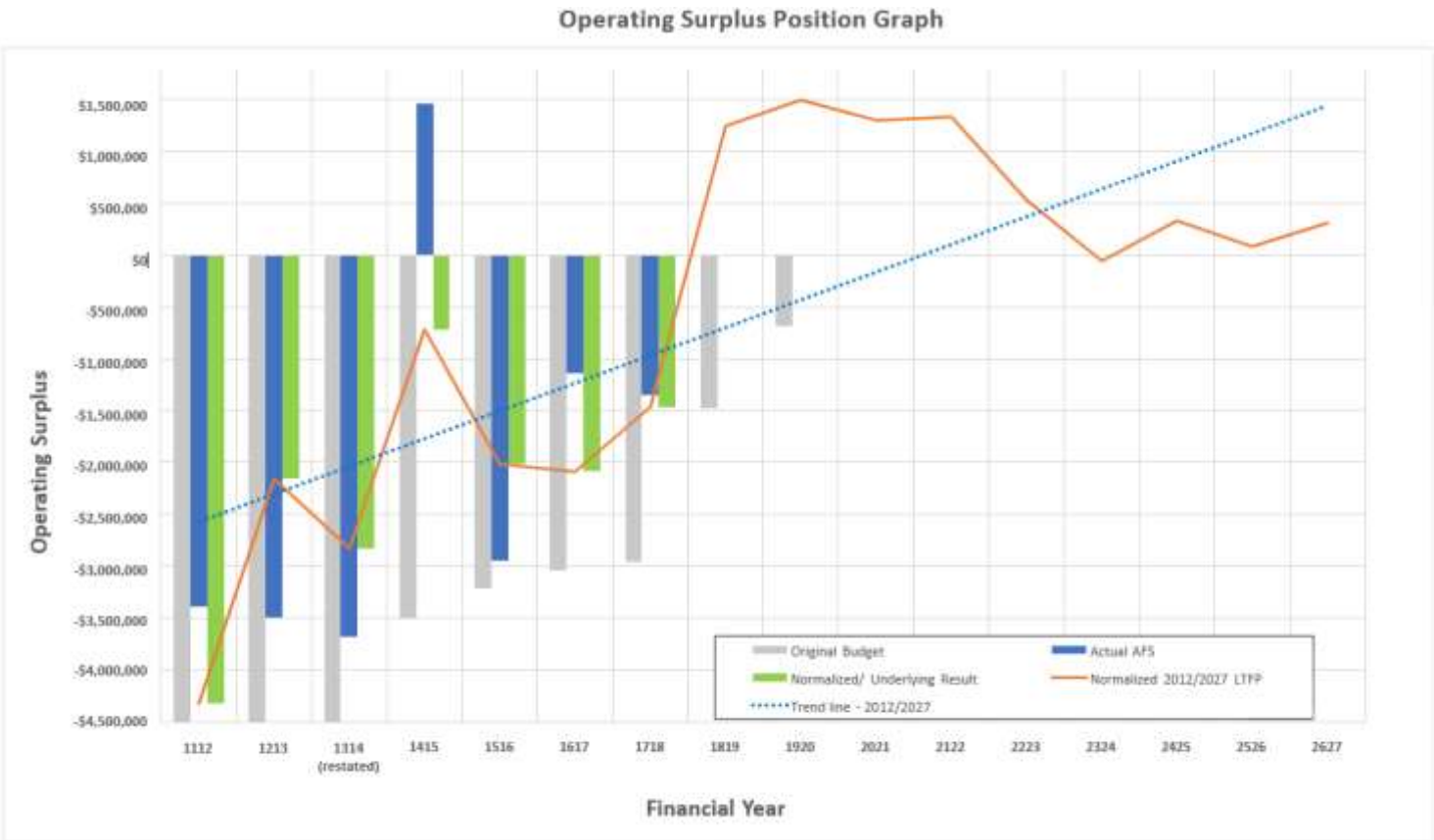
With provision for depreciation of almost \$5M, this represents around 30% of our total operational cost base – a significantly higher sum than other Councils in similar locations. The graph on the next page shows Council's Operating Surplus Position and our long term target.

Council's budgeted revenue in 2019-20 includes \$7.062M proposed to be raised from general rates. Other sources of revenue and funding for Council are defined below and represented in the corresponding Expected Income Charts (see information and charts on the following pages).



A journey towards sustainability

Between financial years 2012 and 2018 Council was in significant deficit. We are working towards a turning point in the near future where we will be in operating surplus. This continues to be a high priority for the current Council and is in line with our 10 year Long Term Financial Plan to achieve financial sustainability by 2024.



# Sources of Income and Expenditure

**Rates** - Income levied under Section 7 of the Local Government Act 1999. Council's Rating and Rebate Policy contains comprehensive information relating to valuations and other information relating to each rate and charge levied, including purposes and rates in the dollar.

Rates income provides a range of services such as road maintenance, rubbish collection and recycling, ongoing maintenance of parks, gardens and buildings, planning

**State Government Statutory Charges** - Fees and charges set by regulation and collected by Council for regulatory functions such as assessment of development applications, or penalties for non-compliance with a regulatory requirement. Revenue is generally offset against the cost of the service.

**User charges set by Council** - Charges for Council's fee based facilities and some services (Refer Schedule of Fees and Charges at [www.kangarooisland.sa.gov.au](http://www.kangarooisland.sa.gov.au)).

**Grants, Subsidies and Contributions** - Council aims to attract as much grant funding as possible from other levels of Government. Major projects of wider State benefit are usually joint funded in partnership with State Government and/or other relevant parties.

In the event that Council succeeds in achieving a higher level of Grants Commission funding than that assumed in this Business Plan and Draft 2019-20 Budget, such funds will remain unallocated. Council will make decisions throughout the year either to allocate any such funds to unforeseen expenditure pressures, or in the absence of such pressures, to retire debt.

**Investment Income** - Income from financial investments or loans to community groups. It includes interest received from LGFA or banks and Interest received on loans to community groups.

**Reimbursements** - Amounts received as payment for work done by the Council acting as an agent for other government bodies and

property owners, organisations and individuals.

**Other income** - Income not classified elsewhere.

**Employee expenses** - All forms of consideration given by Council in exchange for service rendered by employees or for the termination of employment.

**Materials, Contracts and other expenses** - All expenses that are not employee costs, financial costs or depreciation, amortisation & impairment costs.

**Finance costs** - The costs of financing Council's activities through borrowings or other types of financial accommodation.

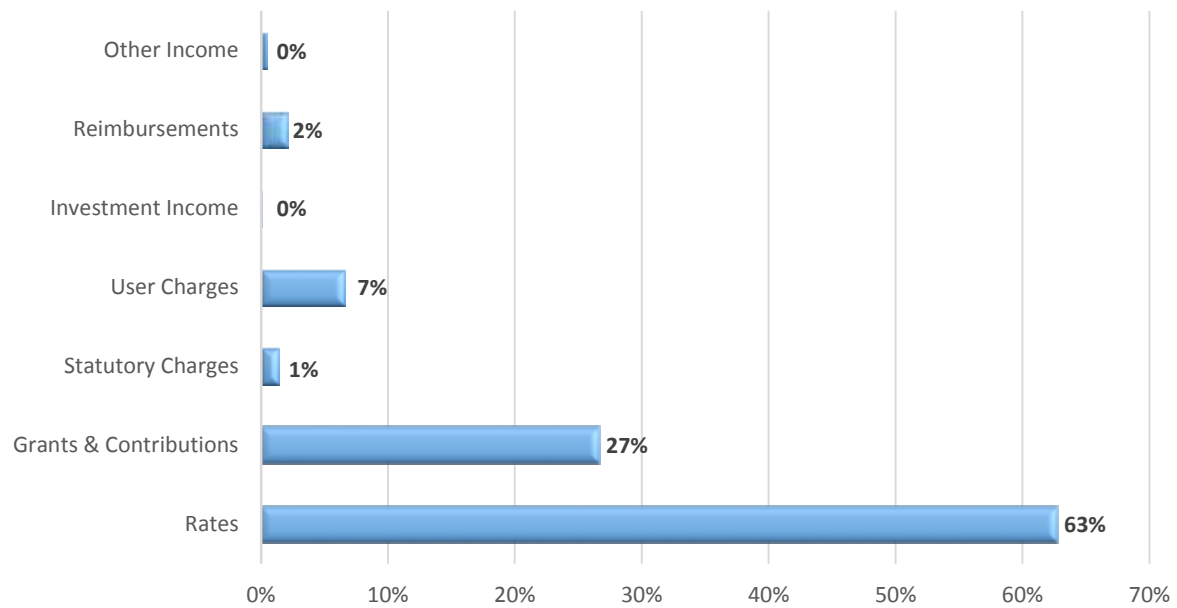
**Depreciation, amortisation & impairment** - Relate to infrastructure property, plant and equipment to which the Council has title.

Please go to our Website to view the Long Term Financial Plan:

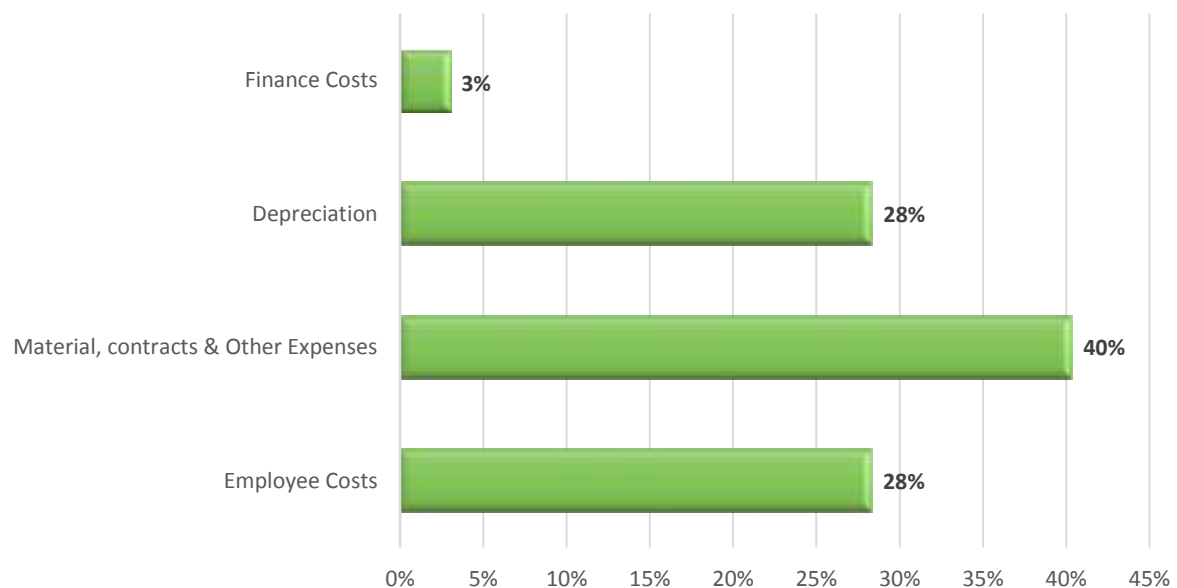
[www.kangarooisland.sa.gov.au/plans](http://www.kangarooisland.sa.gov.au/plans)



### Expected Operating Income 2019/2020



### Expected Operating Expenses 2019/2020



# Council Objectives

## Strategic Management Plan

Kangaroo Island Council adopted the 2014-2018 Strategic Management Plan at an ordinary meeting of Council on 10 February 2015. A 2019-23 Strategic Plan is being developed following extensive community consultation, but until it is adopted the current plan will remain in effect. Council remains focused on increasing its effectiveness by prioritising its resources in order to achieve its key objectives namely:

- to deliver essential services and legislative requirements to the Island effectively, and
- to provide a leadership role and support activities that address opportunities and challenges impacting the Island and overall decision making.

Providing greater clarity between essential and core services i.e. Council's legislated responsibility, and the work of the Council to assist, lead, advocate, educate and partner with others to achieve outcomes, is important as it underpins resourcing decisions.

The consultation process for 2014-18 plan showed the highest priority for Council should be around effective delivery and management of core and legislated activities and services.

Optional activities and services that may be sought by the Community, but are not a primary Council role, should be analysed carefully. It was recognised that some existing activities that are not core Council responsibility may be able to be provided by others. In addition, some core areas of Council responsibility may be able to be undertaken in partnership with others, freeing up

scarce Council resources for higher priority activities.

To enable it to achieve its overarching objectives, Council identified three simple strategic approaches:

- Responsible Cost Management
- Revenue Generation
- Community Service / Stimulus

These were applied to improvement in seven areas of work:

- Infrastructure
- Shared Vision
- Collaboration
- Environment
- Supporting our Economy
- Community and Island Culture
- Our Organisation

Together they provide a framework for Council's projects and activities. It is likely that the number of areas will be reduced to five in the new Strategic Plan.

# Linking the Strategic Plan to the Budget

## All figures are 2019-20 Budget Figures

This section sets out a summary of Council's proposed Operating Expenditure, Capital Expenditure and Revenue for each of the functional areas and business units within Council, pursuant to the Local Government Act 1999 Part 2 123(2)(c).

We also provide an outline of Council's projects and activities for the year ahead as they relate to the strategic outcomes set down in the 2014-18 Strategic Plan, and the objectives as they are to be achieved in the form of Strategic Actions. The 2019-23 Strategic Plan is still being developed however it **will underpin next year's Annual Business Plan**. Some aspects of the 2019-23 Strategic Plan have influenced our 2019-20 budget considerations.

Governance						
Function		Operating Expenses	Operating Income	Capital Expenses	Capital Income	Net Total
006	Corporate Services	881,303	-4,449,493	-	-	-3,568,190
016	Governance Support Services	574,728	-3,450	-	-	571,278
059	Elected Members	335,897	-	-	-	335,897
<b>Total</b>		<b>1,791,928</b>	<b>-4,452,943</b>	<b>-</b>	<b>-</b>	<b>-2,661,015</b>

### Corporate Services

- Income includes the Federal Assistance Grant (FAGS), Local Road Funding grant and other income.
- Expenses include insurances, interest expenses, subscriptions, consultants, cleaning and electricity & water amongst others.

### Governance Support Services

- Income included is from a reimbursement of expenses.
- Expenses include salaries of the CEO, part of the Governance Officer and PA salaries, part legal expenses, some consultants' expenses and travel & accommodation.

### Elected Members

- Expenses includes Governance Committee allowances, Elected Member mileage, Elected Member training, travel & accommodation, part of salaries of Governance Officer and PAs.

Projects and Activities for 2019-20 Include	Strategic Outcomes	Strategic Actions	Timeframe
Work with Business Support Department to review, determine and set long term service levels	Appropriate business planning & financial management	1.1 - Establish long-term sustainable service levels appropriate for the service provided and the funding available	Q1 - Q4

Work with Commissioner for Kangaroo Island to continue advocating for strategies to address access issues and cost effective delivery of government services through cross-agency / Council partnerships	Reduce Costs to Community / Council  Integrated & improved delivery of Government Services	7.1 - Advocate for affordable access to Island by both sea and air, for freight and people  7.2 - Work collectively with State / Federal Governments to leverage funds  8.1 - Government Service Delivery - Explore a coordinated approach to combined Government service delivery on the Island including potential provision of single on-line portal	Q1 - Q4
Develop bond options for debt management	Reduce Council debt	22.1 - Investigate opportunity to create a Community bond issue to speed up debt reduction	Q1 – Q4
Optimise efficient utilisation of Council land assets to provide substantial revenue streams and provide potential to offset against other community asset development and projects	Asset utilisation	12.1 - Review underutilised reserves / non-usable assets and explore potential to lease, sell, co-develop for commercial or community return	Q1 – Q4
Review Strategic Plan 2019-2023	Have a shared Vision & develop a whole of Island 10-20 year Community Plan  Positive Internal Culture  Increased resident population of Kangaroo Island to drive economic growth	21.1 - Initiate, lead / facilitate Community discussion on Vision for Future  27.1 - Ensure that our people, culture, strategies, plans and policies support the organisation and delivery of Council and Community outcomes.  31.2 Develop plan to meet vision	Q1-Q2
Elected Member Election and Education	Council recognised for its exceptional customer service, focused on delivery for the Community	29.2 Service and Solution provider for Council services to our community.  34.1 Council to be a voice for Community – advocating for needs	Q1-Q2

	Support services needed on the Island.  Improved Governance	26.3 - Develop an online induction kit for potential and new elected members.	
Work with other Government agencies to provide suitable infrastructure for Kangaroo Island's sustainable growth and investigate Island Energy Options	Integrated & Improved delivery of Government Services  Optimise KI Land use to grow the Island economy	8.2 - Utilities - Lobby utility providers to deliver appropriate equitable services and infrastructure to underpin Kangaroo Island's sustainable growth, including energy, water and telecommunications.  20.1 - Establish process for aggregating Community Power demands (& generation) and look to establish if better pricing is possible  30.3 - Continue to lobby for better consideration of Island issues within State and Strategic infrastructure plans.	Q1-Q4

Business Support – Finance and Information Technology						
Function		Operating Expenses	Operating Income	Capital Expenses	Capital Income	Net Total
013	Financial Service Operations	417,915	-3,760	-	-	414,155
019	Information Technology	423,085	-	-	-	423,085
036	Rates	239,020	-7,059,797	-	-	-6,820,777
037	NRM	400,945	-391,846	-	-	9,099
<b>Total</b>		<b>1,480,965</b>	<b>-7,455,403</b>	<b>-</b>	<b>-</b>	<b>-5,974,438</b>

#### **Financial Service Operations**

- Income includes estimated interest.
- Expenses include salaries, audit contract, consultants & other contractual services.

#### **Information Technology**

- Expenses include other contractual services, renewal software licences, fixed telephone and mobile telephone charges and internet and data costs, some depreciation and lease charges.

**Rates**

- *Income includes general rates income, search fees, fines and legal fees reimbursed.*
- *Expenses includes rate rebates, salaries, contract expenses, postage and debt recovery costs.*

**NRM**

- *Income is collected on behalf of NRM.*
- *Expenses includes the amount to be paid to the NRM.*

Projects and Activities for 2019-20 Include	Strategic Outcomes	Strategic Actions	Timeframe
Continued development of implemented financial budgeting, long term financial planning and reporting systems	Appropriate business planning & financial management	<p>6.1 - Develop and implement reporting procedures, tied to the Strategic Plan / Business Plan and maintain Strategic Plan as an evolving document</p> <p>6.2 - Simple Key Performance Indicators (KPI) reporting system developed and implemented with formal reporting to Audit / Finance Committees - extend to simple traffic light system for organisational health</p> <p>11.3 - Adopt and resource best practice strategic and financial planning processes</p>	Q1-Q4
Continued review of Differential rating and Service Charge collection.	Appropriate business planning & financial management	<p>11.1 - Optimise service charge collection</p> <p>11.3 - Adopt and resource best practice strategic &amp; financial planning processes</p>	Q3-Q4
Adopt and resource best practice strategic and financial processes	<p>Adopt and resource best practice strategic and financial planning processes</p> <p>Explore better purchasing opportunities.</p>	<p>5.1 - Remove inefficiencies in core business processes to mitigate business risk</p> <p>11.3 - Adopt and resource best practice strategic and financial planning processes</p> <p>8.3 - Integrated Purchasing - Explore better cooperative purchasing across agencies in areas such as fuel, power, building infrastructure etc</p>	Q1-Q4



Business wide definition and review of Service Levels	Appropriate business planning & financial management	1.1 - Establish long-term sustainable service levels appropriate for the service provided and the funding available  1.2 - Conduct a corporate systems review to identify improved efficiencies inclusive of service levels and consumables  5.1 - Remove inefficiencies in core business processes to mitigate business risk	Q1-Q4
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Business Support – Community and Customer Services						
Function		Operating Expenses	Operating Income	Capital Expenses	Capital Income	Net Total
005	Cemeteries	72,996	-26,928	30,000	-	76,068
007	Community Engagement	229,672	-	-	-	229,672
008	Customer Service	225,998	-	-	-	225,998
023	Library	151,898	-32,410	-	-	119,488
038	Records	117,428	-	-	-	117,428
066	Council (Civic) Events	14,005	-	-	-	14,005
067	Youth Services	8,500	-	-	-	8,500
068	Community Grants Provided	145,950	-	-	-	145,950
070	Tourism & Economic Development	138,910	-	-	-	138,910
076	Website Management	14,375	-	-	-	14,375
<b>Total</b>		<b>1,119,732</b>	<b>-59,338</b>	<b>30,000</b>	<b>-</b>	<b>1,090,394</b>

#### **Cemeteries**

- Income includes cemetery fees.
- Expenses include depreciation, wages and plant costs.

#### **Community Engagement**

- Expenses include salaries, advertising, consultants, Council (Civic) events and other contractual services.

**Customer Service**

- Expenses include salaries and PCBC sponsorship

**Library**

- Income includes grants income and sundry sales.
- Expenses include salaries, other contractual services and depreciation.

**Records**

- Expenses include salaries and other contractual expenses, freight and depreciation.
- Expenses includes wages and other expenses.

**Youth Services**

- Expenses include training seminar and conferences and other expenses.

**Community Grants provided**

- Expenses include community grants and sponsorship expenses.

**Tourism and Economic Investments**

- Expenses include strategic planning and town structure planning, council grants and wages.

**Website management**

- Expenses include salaries, consultants and software licences.

Projects and Activities for 2019-20 Include	Strategic Outcomes	Strategic Actions	Timeframe
Continuation of KIC Community Capital Infrastructure Grants, Community Partnership Grants and Community Sponsorship Programs	Support Community priorities and activities in line with strategic directions – through grants to reduce costs  Grant optimisation opportunities for Council/Community	10.1 - Continue the momentum of the Community Grant Partnerships approach  19.1 - Collaborate to support external grant funding application opportunities between Council and Community Groups for key services and infrastructure	Q1 - Q4
Continuation of Grant revenue applications and Grant Register management and review	Support Community priorities and activities in line with strategic directions – through grants to reduce costs  Grant optimisation opportunities for Council/Community	19.1 - Collaborate to support external grant funding application opportunities between Council and Community Groups for key services and infrastructure	Q1 - Q4
Continuation of Civic Events program and provide support for new community event opportunities	High level of Community engagement	37.1 - Support opportunities to record, preserve, manage and interpret our local heritage, arts and culture	Q1 - Q4

		38.4 - Encourage, support and partner with Community to develop Arts, Heritage, Youth and Culture, sports, tourism, business, participation and promotion	
Provide suite of risk management documents for major Culture and Sporting Events	High level of Community engagement	38.4 - Encourage, support and partner with Community to develop arts, heritage, youth and culture, sports, tourism, business, participation and promotion	Q1
Support Youth on Kangaroo Island through the Youth Sponsorship Grant Program, the Youth Services budget, Young Achiever Awards and by working with external agencies to secure additional funding for projects that support and develop youth on the Island	High level of Community engagement	38.4 - Encourage, support and partner with Community to develop arts, heritage, youth and culture, sports, tourism, business, participation and promotion	Q1 - Q4
Kingscote Cemetery Expansion Project Stage 2	<p>A built environment that delivers on Community needs</p> <p>Well managed, tangible and intangible heritage and culture</p>	<p>23.1 Enhance the character, amenity, safety and accessibility of the built environment through the provision and maintenance of sporting facilities, parks, gardens, playgrounds, pools etc.</p> <p>37.2 With Council assets, ensure heritage component is properly considered in asset management</p>	Q1 – Q4
Continued management and maintenance programs for library for use by all members of the Community	Integrated & improved delivery of Government Services	8.4 - Island-wide approach to Community program delivery - Re-direct current Council participation in health and education to appropriate entities e.g. Library	Q1 - Q4
Continued delivery of customer service focused on our Community	Council recognised for its exceptional customer service, focused on delivery for the Community	29.1 - Continue staff and contractor professional development geared towards a culture of customer service excellence	Q1 - Q4

		29.2 - Service and solution provider of Council services to our Community	
Ongoing Library Volunteer program	High level of Community engagement	38.1 – Connect and support opportunities for skill development and effective Community responses to opportunities and challenges.	Q1 – Q4
Communications Strategy development and implementation	Effective communication High level of Community engagement	38.1 Develop and implement Community Communications Strategy  24.2 - Improved website including cross-linking to other relevant partner sites (Brand KI / GFW / AGKI / TKI etc.)	Q1 - Q4  Q2
Tourism & Economic Development projects including investment in town structure plans and master planning.	Well managed, tangible and intangible heritage and culture  High level of Community engagement  Increased resident population of Kangaroo Island to drive economic growth  A supportive environment exists for business and economic development  Reduce Costs to Community / Council  Optimise KI Land use to grow the Island economy	37.1 - Support opportunities to record, preserve, manage and interpret our local heritage, arts and culture  38.4 - Encourage, support and partner with Community to develop Arts, Heritage, Youth and Culture, sports, tourism, business, participation and promotion  31.1 - Develop a vision for sustainable population growth  17.2 - Develop strategic alignment with regional development.  7.2 - Work collectively with State / Federal Governments to leverage funds  30.2 - Continue to develop more structural plans for the four major towns and coastal settlements	Q1 – Q4
Website management	Effective Communication	24.1 - Establish optimised approach to Community Engagement through social media	Q1 – Q4

	Stronger (empowered) and active Community and organisations	24.2 - Improved website including cross-linking to other relevant partner sites (Brand KI / GFW / AGKI / TKI etc.)	
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Business Support – HR and Risk Management						
Function		Operating Expenses	Operating Income	Capital Expenses	Capital Income	Net Total
018	Human Resources	281,315	-	-	-	281,315
026	Work Health & Safety	111,299	-	-	-	111,299
029	Payroll	58,654	-	-	-	58,654
<b>Total</b>		<b>451,268</b>	-	-	-	<b>451,268</b>

#### **Human Resources**

- Expenses include salaries, training, travel and accommodation, legal fees and recruitment.

#### **Work Health & Safety**

- Expenses include salaries, stationary & printing and other materials.

#### **Payroll**

- Expenses include salaries and other contractual services.

Projects and Activities for 2018-19 Include	Strategic Outcomes	Strategic Actions	Timeframe
Conduct annual review of existing HR policies and Procedures and develop further policies and procedures as identified	<p>Positive internal culture</p> <p>Develop capacity within the business</p> <p>Staff work within values &amp; behaviours framework (Next Steps)</p>	<p>27.1 - Ensure that our people, culture, strategies, plans and policies support the organisation and delivery of Council and Community outcomes</p> <p>27.2 - Provide opportunities for our staff to access the training and development to enable them to contribute to our organisational outcomes</p> <p>27.3 - Further develop and maintain an internal culture of trust, wellbeing and personal satisfaction</p>	Q1 – Q4

Maintain compliance with Council's Safety System (One System) and develop additional policies and procedures where applicable	<p>Positive internal culture</p> <p>Develop capacity within the business</p> <p>Staff work within values &amp; behaviours framework (Next Steps)</p>	<p>27.1 - Ensure that our people, culture, strategies, plans and policies support the organisation and delivery of Council and Community outcomes</p> <p>27.2 - Provide opportunities for our staff to access the training and development to enable them to contribute to our organisational outcomes</p> <p>27.3 - Further develop and maintain an internal culture of trust, wellbeing and personal satisfaction</p>	Q1 – Q4
Identify training requirements through PDP process and the needs of the business and develop appropriate 12 month training plan	<p>Positive internal culture</p> <p>Develop capacity within the business</p> <p>Staff work within values &amp; behaviours framework (Next Steps)</p> <p>Council recognised for its exceptional customer service, focused on delivery for the Community</p>	<p>27.1 - Ensure that our people, culture, strategies, plans and policies support the organisation and delivery of Council and Community outcomes</p> <p>27.2 - Provide opportunities for our staff to access the training and development to enable them to contribute to our organisational outcomes</p> <p>27.3 - Further develop and maintain an internal culture of trust, wellbeing and personal satisfaction</p> <p>29.1 - Continue staff and contractor professional development geared towards a culture of customer service excellence</p>	Q1 - Q4
Provide sufficient / adequate resources and support to the delivery end of the business	<p>Appropriate business planning &amp; financial management</p> <p>Adopt and resource best practice strategic and financial planning processes</p> <p>Council recognised for its exceptional customer service, focused on delivery for the Community</p>	<p>1.2 - Conduct a corporate systems review to identify improved efficiencies inclusive of service levels and consumables</p> <p>5.1 - Remove inefficiencies in Core Business processes to mitigate business risk</p> <p>29.1 - Continue staff and contractor professional development geared towards a culture of customer service excellence</p>	Q1 - Q4



Review level of service across all departments	Appropriate business planning & financial management  Adopt and resource best practice strategic and financial planning processes	1.1 - Establish long-term sustainable service levels appropriate for the service provided and the funding available  1.2 - Conduct a corporate systems review to identify improved efficiencies inclusive of service levels and consumables  5.1 - Remove inefficiencies in Core Business processes to mitigate business risk	Q1 – Q4
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Asset Services – Business Undertakings						
Function		Operating Expenses	Operating Income	Capital Expenses	Capital Income	Net Total
001	Airport	1,374,359	-509,805	50,000	- 2,250,000	-1,335,446
003	Campgrounds	121,461	-65,450	-	-	56,011
031	Private Works	133,640	-158,880	-	-	-25,240
033	Property - Commercial (rental buildings)	48,116	-24,516	-	-	23,600
034	Property - Land only	2,540	-342,067	-	-	-339,527
<b>Total</b>		<b>1,680,116</b>	<b>-1,100,718</b>	<b>50,000</b>	<b>-</b>	<b>-1,620,602</b>

#### **Airport**

- *Income includes grant recognition (capital) airport passenger landing fees, non RPT landing fees, parking fees, rent and advertising income.*
- *Expenses include depreciation, salaries and wages, cleaning contract and other contractual expenses. electricity, etc.*

#### **Campgrounds**

- *Income is from camping fees.*
- *Expenses include wages, cleaning contract, electricity and water, depreciation etc.*

#### **Private works**

- *Income includes Commercial activity including contracting to DPTI and SA Water.*
- *Expenses include wages plant hire and materials.*

#### **Property – Commercial**

- *Income includes Rent received, outdoor café licences and reimbursements.*
- *Expenses include depreciation, cleaning contract, electrical services, water etc.*

**Property – Land only**

- *Income includes amounts received from Sealink, and some rent.*
- *Expenses include electricity.*

Projects and Activities for 2019-20 Include	Strategic Outcomes	Strategic Actions	Timeframe
Continued management and maintenance programs for Council campgrounds and recreation areas including Vivonne Bay, Brown Beach, American River, Emu Bay, Western River & Stokes Bay	A built environment that delivers on Community Needs	23.1 Enhance the character, amenity, safety and accessibility of the built environment through the provision and maintenance of sporting facilities, parks, gardens, playgrounds, pools etc.	Q1 – Q4
Property Portfolio Review to continue, as part of the broader revitalization of Infrastructure and Asset Management Plan (IAMP)	A long term infrastructure Asset Management Plan (IAMP) and a process of continuous improvement  Use Asset to best advantage	2.1 Develop and implement Infrastructure Asset Management Plans  12.1 Review underutilized reserves / non usable assets and explore potential to lease, sell, co-develop for commercial or Community return	Q1 – Q4
Continue to maximize private works opportunities, particularly DPTI maintenance contract income and sealed and unsealed road upgrades	Reduce costs to Community / Council  Appropriate business planning & financial management	7.2 Work collectively with State / Federal Governments to leverage funds  11.2 - Optimise opportunities for private works	Q1 – Q4

Optimise revenue to cost ratios for community assets – actively pursue community partnership opportunities, increased promotion and usage of Council facilities, and external funding	Optimise Costs to Council in partnership with Community	<p>9.1 - Work with Community to identify areas of cost / service that may be "localised" and run at greater efficiency and lower cost (e.g. tidal pool, campgrounds, playgrounds, parks and gardens, sporting facilities and ovals)</p> <p>19.1 - Collaborate to support external grant funding application opportunities between Council and Community Groups for key services and infrastructure</p>	Q1 – Q4
Continued development of Kangaroo Island Airport and precinct	A long term infrastructure Asset Management Plan (IAMP's) and a process of continuous improvement	2.3 - Maintain and improve core infrastructure sustainably.	Q1 – Q4
Purchase of Explosive Trace Device	<p>Reduce Costs to Community / Council</p> <p>Appropriate business planning &amp; financial management</p>	<p>7.1 - Advocate for affordable access to Island by both sea and air, for freight and people.</p> <p>11.1 - Optimise service charge collection</p>	

Asset Services – Community Services						
Function		Operating Expenses	Operating Income	Capital Expenses	Capital Income	Net Total
014	Fire Protection	74,628	-	50,000	-	124,628
025	Environmental Projects	-	-	25,000	-	25,000
040	Risk Mitigation and/or Safety	73,389	-46,500	-	-	26,889
051	Ablution Facilities	256,082	-	-	-	256,082
<b>Total</b>		<b>404,099</b>	<b>-46,500</b>	<b>75,000</b>	<b>-</b>	<b>432,599</b>

#### Fire Protection

- Expenses include contractual services, salaries and wages and plant usage.

### **Risk Mitigation**

- *Income includes grant income.*
- *Expenses include other contractual services, materials and emergency services levy.*

### **Ablution Facilities**

- *Expenses include cleaning contract & materials, depreciation, other contracts, water etc.*

Projects and Activities for 2019-2020 Include	Strategic Outcomes	Strategic Actions	Timeframe
Ablution Facilities – audit and review of existing facilities and consider requirements for future implementation	A built environment that delivers on Community needs	23.1 Enhance the character, amenity, safety and accessibility of the built environment through the provision and maintenance of sporting facilities, parks, gardens, playgrounds, pools etc	Q1 – Q4
Preliminary implementation of planning for development of coastal protection - American River Levy Bank Stage 1 following LIDAR hazard Mapping Coastal townships and potentially Nepean Bay depending on grant income	Environmentally sustainable best practice in Council decision making  Integrated & improved delivery of Government Services	36.2 - Continue focus on development of sustainable flood and Island drainage mitigation.  36.3 - Climate Change Adaptation  8.5 - Develop shared cross-agency plans such as Bushfire prevention, flood mapping of island and drainage approaches. Climate Change and Recovery Plan.	Q1-Q3
Bushfire management for fire prevention activities in townships in accordance with KI Bushfire Landscape Management Plan	A built environment that delivers on Community needs  Integrated & improved delivery of Government Services	23.1 - Enhance the character, amenity, safety and accessibility of the built environment through the provision and maintenance of sporting facilities, parks, gardens, playgrounds, pools etc.  8.5 - Develop shared cross-agency plans such as Bushfire prevention, flood mapping of island and drainage approaches. Climate Change and Recovery Plan.	Q2-Q3

Asset Services – Culture						
Function		Operating Expenses	Operating Income	Capital Expenses	Capital Income	Net Total
032	Property - Amenity use (Halls)	137,357	-20,500	18,000	-	134,857
<b>Total</b>		<b>137,357</b>	<b>-20,500</b>	<b>18,000</b>	<b>-</b>	<b>134,857</b>

**Property – Amenity use (Halls)**

- Income includes facilities rental.
- Expenses include depreciation, other contractual services, wages and electricity.

Projects and Activities for 2019-2020 Include	Strategic Outcomes	Strategic Actions	Timeframe
To implement and complete routine maintenance activities on Town hall facilities	A built environment that delivers on Community needs  Well managed, tangible and intangible heritage and culture	23.1 Enhance the character, amenity, safety and accessibility of the built environment through the provision and maintenance of sporting facilities, parks, gardens, playgrounds, pools etc.  37.1 Support opportunities to record, preserve, manage and interpret our local heritage, arts and culture	Q1 – Q4
Refurbishing floors in Kingscote Pavilion and Penneshaw Town Hall	A built environment that delivers on Community needs  Well managed, tangible and intangible heritage and culture	23.1 Enhance the character, amenity, safety and accessibility of the built environment through the provision and maintenance of sporting facilities, parks, gardens, playgrounds, pools etc  37.1 Support opportunities to record, preserve, manage and interpret our local heritage, arts and culture	Q1

Development & Environmental Services - Development						
Function		Operating Expenses	Operating Income	Capital Expenses	Capital Income	Net Total
011	Development Planning	296,147	-63,170	-	-	232,977
060	Building Control	222,153	-46,800	-	-	175,353
061	Development Plan Amendments	-	-	-	-	-
<b>Total</b>		<b>518,300</b>	<b>109,970</b>	<b>-</b>	<b>-</b>	<b>408,330</b>

#### **Development planning**

- *Income includes development application fees, interest and sundry expenses.*
- *Expenses include salaries, consultants, Governance Committee allowances, legal fees commissions, travel & more.*

#### **Building Control**

- *Income includes septic tank fees, building application fees and development application fees.*
- *Expenses include contract staff salaries, salaries, consultants and legal fees.*

Projects and Activities for 2019-20 Include	Strategic Outcomes	Strategic Actions	Timeframe
Effectively transition from the existing State Planning Strategy under the Development Act 1993 and Regulations to the New State Planning Strategy under the Planning Development & Infrastructure Act 2016, Regulations and the Planning & Design Code	A supportive environment exists for business and economic development  Optimise KI Land use to grow the Island economy	28.1 - Provide effective, efficient development, building and environmental services solutions for the Community  30.1 - Continue to monitor and refine Kangaroo Island Development Plan to provide appropriate development opportunities underpinned by sound environmental, economic, social and technological considerations	Q1 - Q4
Maintain a high degree of regulation of development, public health and environmental matters	A supportive environment exists for business and economic development	28.1 - Provide effective, efficient development, building and environmental services solutions for the Community	Q1 – Q4
Assist the CEO and Elected Members with a range of strategic and asset / land projects	Have a shared Vision & develop a whole of Island 10-20 year Community Plan  Increased resident population of Kangaroo Island to drive economic growth	21.1 - Initiate, lead / facilitate Community discussion on vision for future  31.2 - Develop plan to meet vision	Q1 – Q4

Continued review and adaption of service provision and efficiencies.	Appropriate business planning & financial management	1.1 - Establish long-term sustainable service levels appropriate for the service provided and the funding available 1.2 - Conduct a corporate systems review to identify improved efficiencies inclusive of service levels and consumables 5.1 - Remove inefficiencies in core business processes to mitigate business risk	Q1 – Q4
Develop and refine planning policy which supports Rural and tourism economies, economically invigorated town and district centres and propagates vibrant and attractive places for people	Optimise KI Land use to grow the Island economy	30.2 - Continue to develop more structural plans for the four major towns and coastal settlements 30.3 - Continue to lobby for better consideration of Island issues within State and Strategic infrastructure plans	Q1 – Q4

Asset Services - Environment						
Function		Operating Expenses	Operating Income	Capital Expenses	Capital Income	Net Total
009	CWMS	1,205,036	-1,467,840	430,000	-	167,196
046	Standpipes	42,378	-45,000	-	-	-2,622
047	Stormwater	380,834	-	-	-	380,834
049	Street Cleaning	14,000	-	-	-	14,000
050	Street Lighting	90,458	-	-	-	90,458
056	Waste Management	1,580,830	-1,608,460	-	-	-27,630
<b>Total</b>		<b>3,313,536</b>	<b>-3,121,300</b>	<b>430,000</b>	<b>-</b>	<b>622,236</b>

#### **CWMS**

- Income includes CWMS service rate and bio solid disposal.
- Expenses include depreciation, interest, other contractual services, wages, materials, plant usage, and electricity.

#### **Standpipes**

- Income includes water sales.
- Costs include water purchase, other contracts and materials.

#### **Stormwater**

- Expenses include depreciation, wages, plant usage, and materials.

#### **Street Cleaning**

- Expenses include other contractual services.

#### **Street Lighting**

- Expenses include electricity and depreciation.

#### **Waste Management**

- Income includes service charge rate income.
- Expenses include other contractual services, depreciation, interest, materials and more.

Projects and Activities for 2019-2020 Include	Strategic Outcomes	Strategic Actions	Timeframe
Develop Penneshaw CWMS West Stage 2 and Waste Water Treatment Plant irrigation	A built environment that delivers on Community needs	23.2 - Finalise the Penneshaw CWMS plan and engage contractor to complete works  23.3 Connection of all premises to Penneshaw Scheme in compressed timescale  23.4 Continue extension and rationalisation of existing schemes to provide whole of town approach to wastewater management	Q2 – Q4
Replace vitreous clay pipes - Parndana	A built environment that delivers on Community needs	23.4 Continue extension and rationalisation of existing schemes to provide whole of town approach to wastewater management	
Install septic tanks at Dump Ezy points in Penneshaw & American River	A built environment that delivers on Community needs	23.4 Continue extension and rationalisation of existing schemes to provide whole of town approach to wastewater management	
Upgrade of Stormwater across various rural districts	Environmentally sustainable best practice in Council decision making	36.2 continue focus on development of sustainable flood and island drainage mitigation	Q2 and Q4
Continuation of fortnightly waste collection service	Environmentally sustainable best practice in Council decision making  Appropriate business planning &	4.1 - Fleurieu Regional Waste Authority (FRWA) as regional subsidiary continues to develop best practice solutions  4.2 - Explore opportunities to decrease costs around ongoing management of waste for whole of island  • Review consumer needs	Q1 – Q4



	financial management	<ul style="list-style-type: none"> <li>• Glass crusher on island</li> <li>• Sorting facilities on island</li> </ul> 11.1 - Optimise service charge collection	
Implementation of recycling projects in line with waste industry funding streams including Implementation of HOT ROT system/in-vessel composting at KIRRC	Environmentally sustainable best practice in Council decision making.  Appropriate business planning & financial management	4.1 - Fleurieu Regional Waste Authority (FRWA) as regional subsidiary continues to develop best practice solutions	

Asset Services - Recreation						
Function		Operating Expenses	Operating Income	Capital Expenses	Capital Income	Net Total
024	Lookouts	-	-	-	-	-
028	Parks & Gardens	432,728	-	10,000	-	442,728
030	Playgrounds	37,572	-	-	-	37,572
063	Ovals & Sporting Facilities	43,421	-2,369	-	-	41,052
064	Council Pool	44,951	-	-	-	44,951
<b>Total</b>		<b>558,672</b>	<b>-2,369</b>	<b>10,000</b>	<b>-</b>	<b>566,303</b>

#### *Parks and Gardens*

- Expenses include wages, depreciation, cleaning contract, water, other contracts, materials, plant usage and more.

#### *Playgrounds*

- Expenses include depreciation, wages, plant usage, and materials etc.

#### *Ovals & Sporting Facilities*

- Income includes reimbursements and rent.
- Expenses include wages, water, contractual services, plant usage etc.

#### *Council Pool*

- Expenses include depreciation, cleaning contract, electricity and materials.

Projects and Activities for 2019-2020 Include	Strategic Outcomes	Strategic Actions	Timeframe
Parks & Gardens:  Reeves Point Mulberry tree maintenance	A built environment that delivers on community needs	23.1 Enhance the character, amenity, safety and accessibility of the built environment through the	Q1 - Q4

	Well managed, tangible and intangible heritage and culture	provision and maintenance of sporting facilities, parks, gardens, playgrounds, pools etc  37.2 With Council assets, ensure heritage component is properly considered in asset management	
Ovals & Sporting:  Amenity maintenance at Kingscote Skate Park	A built environment that delivers on community needs	23.1 Enhance the character, amenity, safety and accessibility of the built environment through the provision and maintenance of sporting facilities, parks, gardens, playgrounds, pools etc	Q1-Q4
Planned maintenance programs for Community parks, gardens, lookouts, playgrounds, ovals and pool in accordance with adopted Levels of Service.	Optimise Costs to Council in partnership with Community	9.1 - Work with Community to identify areas of cost / service that may be "localised" and run at greater efficiency and lower cost (e.g. tidal pool, campgrounds, playgrounds, parks and gardens, sporting facilities and ovals).  23.1 - Enhance the character, amenity, safety and accessibility of the built environment through the provision and maintenance of sporting facilities, parks, gardens, playgrounds, pools etc	Q1 - Q4
Ongoing playground audits, maintenance and risk assessments	A built environment that delivers on Community needs	23.1 - Enhance the character, amenity, safety and accessibility of the built environment through the provision and maintenance of sporting facilities, parks, gardens, playgrounds, pools etc	Q1- Q4

Development & Environmental Services – Regulatory Services						
Function		Operating Expenses	Operating Income	Capital Expenses	Capital Income	Net Total
017	Health Services	96,865	-20,455	-	-	76,410
065	Town Centres	5,828	-	-	-	5,828
071	Dog & Cat Management	37,541	-57,480	-	-	-19,939
072	Environment Services	130,261	-	-	-	130,261
073	General Inspector	190,622	-3,705	-	-	186,917
<b>Total</b>		<b>461,117</b>	<b>-81,640</b>	<b>-</b>	<b>-</b>	<b>379,477</b>

#### Health Services

- Income includes Outdoor Food vending licences and other statutory charges.
- Expenses include salaries and wages, materials, and licenses etc.

#### Town Centres

- Expenses include depreciation only.

#### Dog & Cat Management

- Income includes Dog and Cat registrations, expiation fees, pound charges etc.
- Expenses include salaries, plant usage, legal charges, materials.

#### Environment Services

- Expenses include salaries, other contractual services, registrations and licenses, plant usage.

#### General Inspector

- Income includes parking fines and other expiations.
- Expenses include salaries, plant usage, travel, legal costs etc.

Projects and Activities for 2019-20 Include	Strategic Outcomes	Strategic Actions	Timeframe
Continued dog and cat management programs including Community education	Environmentally sustainable best practice in Council decision making	36.4 - Encourage Community to adopt better cat and dog management	Q1 - Q4
Continued environmental health activities including relevant inspections and Community engagement and education	Integrated & improved delivery of Government Services. A supportive environment exists for business and economic development	8.4 - Island-wide approach to Community Program delivery - Re-direct current Council participation in health and education to appropriate entities e.g. Library  28.1 - Provide effective, efficient development, building and environmental services solutions for the Community	Q1 - Q4

Regulatory functions continue to improve management of Council By-laws, parking and public facilities	Positive Internal Culture	27.1 - Ensure that our people, culture, strategies, plans and policies support the organisation and delivery of Council and Community outcomes	Q1 - Q4
Work with other agencies regarding feral cat management / eradication, bushfire safety controls and land management outcomes	<p>Reduce Costs to Community / Council</p> <p>Integrated &amp; improved delivery of Government Services</p> <p>Grant Optimisation Opportunities for Council / Community</p> <p>Environmentally sustainable best practice in Council decision making</p>	<p>7.2 - Work collectively with State / Federal Governments to leverage funds</p> <p>8.6 - Active collaboration / discussions with other Islands, partner councils (regional collaborations), reference groups and networks</p> <p>19.1 - Collaborate to support external grant funding application opportunities between Council and Community Groups for key services and infrastructure</p> <p>36.4 - Encourage Community to adopt better cat and dog management</p>	Q1 - Q4
Business wide definition and review of service levels	<p>Appropriate business planning &amp; financial management</p> <p>Adopt and resource best practice strategic and financial planning processes</p>	<p>1.1 - Establish long-term sustainable service levels appropriate for the service provided and the funding available</p> <p>1.2 - Conduct a corporate systems review to identify improved efficiencies inclusive of service levels and consumables</p> <p>5.1 - Remove inefficiencies in core business processes to mitigate business risk</p>	Q1 - Q4
Develop and enhance healthy environments, recreation spaces and opportunities	High level of commitment for a Healthy Environment	38.5 - Adoption of the Kangaroo Island Regional Health Plan	Q1 - Q4

Asset Services – Transport						
Function		Operating Expenses	Operating Income	Capital Expenses	Capital Income	Net Total
002	Bridges	219,193	-	-	-	219,193
004	Car Parks	71,811	-3,360	-	-	68,451
020	Jetty / Boat Ramps / Wharfs	104,988	-75,581	-	-	29,407
021	Kerbs & Paths	200,467	-	280,000	-	480,467
041	Roads - sealed	1,409,802	-	285,000	-	1,694,802
042	Roads - unsealed	1,584,111	-	3,250,649	-560,432	4,274,328
043	Roads - vegetation	272,914	-	-	-	272,914
045	Roads - patrol grading	546,022	-	-	-	546,022
052	Traffic Control - line marking	-	-	-	-	-
053	Traffic Control - signage	92,277	-	-	-	92,277
055	Verges	73,967	-	-	-	73,967
<b>Total</b>		<b>4,575,552</b>	<b>-78,941</b>	<b>3,815,649</b>	<b>-560,432</b>	<b>7,751,828</b>

#### **Bridges**

- Expenses include depreciation, wages, plant usage and materials.

#### **Car Parks**

- Income from car parking fees and interest.
- Expenses include depreciation, wages plant usage, materials and other contractual services.

#### **Jetty, Boat Ramps, Wharfs**

- Income includes marina launching fees and marina berthing fees.
- Expenses include depreciation, other contractual services, materials, wages, cleaning contract etc.

#### **Kerbs & Paths**

- Expenses include depreciation, wages, plant usage, and materials.

#### **Roads – Sealed**

- Expenses include depreciation, wages and plant usage, materials and contracts.

#### **Roads – Unsealed**

- Expenses include depreciation, wages and plant usage and materials.

#### **Roads – Vegetation**

- Expenses include contractual services, wages, plant usage and materials.

#### Roads – Patrol Grading

- Expenses include wages and plant usage.

#### Traffic Control

- Expenses include depreciation, wages and plant usage, materials and contracts.

#### Verges

- Expenses include contractual services, wages, plant usage and materials.

Projects and Activities for 2019-20 Include	Strategic Outcomes	Strategic Actions	Timeframe
<b>Sealed Roads - Upgrade Program:</b> <ul style="list-style-type: none"> <li>• Wedgewood Rd Hickmans Road upgrade to Seal (SLRP)</li> <li>• The Lane – Penneshaw (Stage 2)</li> <li>• South Coast Road (part reseal)</li> <li>• Birchmore Road (part reseal)</li> <li>• Drew Street (Car parks reseal)</li> <li>• Burdon Drive (part reseal)</li> </ul>	A long term infrastructure Asset Management Plan (IAMP's) and a process of continuous improvement	2.1 Develop and implement Infrastructure Asset Management Plans  2.2 Prioritise infrastructure based on residential and business needs - link infrastructure needs with town plans  2.3 Maintain and improve core infrastructure sustainably	Q1 - Q4
<b>Unsealed Roads – Upgrade Program:</b> <ul style="list-style-type: none"> <li>• Continue Implementation of DPTI Unsealed Roads Program - Stage 9</li> <li>• North Coast Road</li> <li>• Ten Trees Rd (part re-sheet)</li> <li>• Cape Willoughby Rd (part re-sheet)</li> <li>• Willson River Road (part re-sheet)</li> <li>• Muston Road (part re-sheet)</li> <li>• Moores Road (part re-sheet)</li> <li>• Island Beach Streets</li> </ul>	A long term infrastructure Asset Management Plan and a process of continuous improvement  Reduce Costs to Community / Council	2.1 Develop and implement Infrastructure Asset Management Plans  2.2 Prioritise infrastructure based on residential and business needs. - link infrastructure needs with town plans  2.3 Maintain and improve core infrastructure sustainably  7.2 Work collectively with State / Federal Governments to leverage funds	Q1 – Q4
<b>Kerbs &amp; Footpaths</b> <ul style="list-style-type: none"> <li>• Investigator Avenue</li> <li>• Parndana Pram Ramp Upgrades</li> <li>• Upgrade to footpaths</li> </ul>	A Long Term Infrastructure Asset Management Plan (IAMP's) and a process of continuous improvement	2.2 Prioritise infrastructure based on residential and business needs – link infrastructure needs with town plans	Q2 – Q4

Continuation of Roadside Vegetation Control program	Environmentally sustainable best practice in Council decision making	36.5 - Roadside Vegetation Management Plan developed, agreed and implemented  36.1 - Incorporate environmentally sustainable practices in Council decision making.	Q1 – Q3
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Asset Services – Plant and Depots						
Function		Operating Expenses	Operating Income	Capital Expenses	Capital Income	Net Total
010	Depot Operations	685,275	-	30,000	-	715,275
057	Workshop Operations	-	-	100,000	-	100,000
<b>Total</b>		<b>685,275</b>	<b>-</b>	<b>130,000</b>	<b>-</b>	<b>815,275</b>

#### Depot Operations

- Expenses include salaries and wages, plant usage, depreciation, electrical services, cleaning contract, electricity, water and more.

Projects and Activities for 2019-20 Include	Strategic Outcomes	Strategic Actions	Timeframe
Maintenance of existing plant and equipment and allocation to appropriate works	Use Asset to best advantage	12.1 Review underutilised reserves / non usable assets and explore potential to lease, sell, co-develop for commercial or Community return	Q1 – Q4
Proposed purchase of Depot equipment <ul style="list-style-type: none"> <li>Replacement of light vehicles</li> <li>Sale of excess plant and equipment to offset purchase costs</li> <li>Security fence with electric gate at depot</li> <li>Air conditioners for meeting rooms</li> </ul>	A Long Term Infrastructure Asset Management Plan and a process of continuous improvement	2.2 Prioritise infrastructure based on residential and business needs - link infrastructure needs with town plans.  27.1 Ensure that our people, culture, strategies, plans and policies support the organisation and delivery of Council and Community outcomes	Q1 – Q4

Asset Services – Support Services						
Function		Operating Expenses	Operating Income	Capital Expenses	Capital Income	Net Total
075	Asset Management	317,158	-180,000	-	-	137,158
<b>Total</b>		<b>317,158</b>	<b>-180,000</b>	<b>-</b>	<b>-</b>	<b>137,158</b>

#### Asset Management

- *Income from reimbursements.*
- *Expenses include salaries, consultants, software licences, subscriptions freight and minor tools.*

Projects and Activities for 2019-20 Include	Strategic Outcomes	Strategic Actions	Timeframe
Implement long term Infrastructure Asset Management Plans and a process of continual improvement	<p>A long term infrastructure Asset Management Plan (IAMP's) and a process of continuous improvement</p> <p>Positive Internal Culture</p> <p>Optimise KI Land use to grow the Island economy</p> <p>Well managed, tangible and intangible heritage and culture</p>	<p>2.1 Develop and implement Infrastructure Asset Management Plans</p> <p>2.2 Prioritise infrastructure based on residential and business needs. - link infrastructure needs with town plans</p> <p>2.3 Maintain and improve core infrastructure sustainably</p> <p>27.1 Ensure that our people, culture, strategies, plans and policies support the organisation and delivery of Council and Community outcomes</p> <p>30.2 Continue to develop more structural plans for the four major towns and coastal settlements</p> <p>37.2 With Council assets, ensure heritage component is properly considered in asset management</p>	Q1 – Q4
Further enhancement of Council's Project Management Functions	Council recognised for its exceptional customer service, focused on delivery for the Community	29.1 Continue staff and contractor professional development geared towards a culture of excellent customer service	Q1 – Q4
Continued improvement of Contract and Procurement Functions	Council recognised for its exceptional customer service, focused on delivery for the Community	29.1 Continue staff and contractor professional development geared towards a culture of excellent customer service	Q1 – Q4



To enable Council and the Community to assess Council's performance over the 2019-20 year, performance reporting tools have been established for a number of activities including:

- Action plan
- Internal Control Self-Assessment Tool - finance and IT controls, Airport compliance and governance self-assessments
- External and internal audits of financial performance

- Quarterly budget reviews measuring actual performance against budget
- Major project reports outlining status of capital projects undertaken during FY
- Cash flow and debt management reports

- Departmental status reports
- Customer service notifications
- FOI requests

- Internal management reports, with traffic lights to show health of individual departmental budgets

- Staff Satisfaction Survey
- WHS reporting

- ABS reporting/system indicators in Development Services
- Development Services Self-assessment Compliance Audit

- ESCOSA reporting to measure compliance with the Water Industries Act
- Grants Commission returns

While indicators provide a ready assessment of financial performance and sustainability, they need to be interpreted in the context of Council's operating environment. (Refer Appendix B for a detailed listing of financial targets).

The below graph is a summary of our Financial Indicators and reflects where we have achieved our annual targets (green) and where we have not (red).

[illegible]

# APPENDIX A

## FINANCIAL STATEMENTS

<b>Kangaroo Island Council</b> <b>Budgeted Statement of Comprehensive Income</b> <b>Proposed Budget 2019/20</b>						
	AFS 2016/17	AFS 2017/18	Original Budget	Proposed Budget	between 2018/19 &	between 2018/19 &
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	%
<b>Income</b>						
1.1 Rates Revenues	9,300	9,902	10,272	10,588	316	3.08%
1.2 Less Rates Rebate	(94)	(94)	(95)	(98)	(3)	3.16%
1.3 Statutory Charges	234	264	225	231	6	2.67%
1.4 User Charges	1,041	1,169	1,191	1,097	(94)	-7.89%
1.5 Grants, Subsidies and Contributions	3,447	3,180	4,632	4,461	(171)	-3.69%
1.6 Investment Income	12	7	6	5	(1)	-16.67%
1.7 Reimbursements	1,751	503	411	354	(57)	-13.87%
1.8 Other Income	148	138	72	72	-	0.00%
Businesses	7	13	-	-	-	0.00%
<b>Total Income</b>	<b>15,845</b>	<b>15,081</b>	<b>16,714</b>	<b>16,710</b>	<b>(4)</b>	<b>-0.02%</b>
<b>Expenses</b>						
2.1 Employee Costs	4,999	5,170	5,557	5,365	(192)	-3.46%
Less: Capitalized and distributed costs	(342)	(626)	(542)	(442)	100	-18.45%
<b>Net Employee Costs</b>	<b>4,657</b>	<b>4,544</b>	<b>5,015</b>	<b>4,923</b>	<b>(92)</b>	<b>-1.83%</b>
2.2 Materials, Contracts & Other Expenses	7,234	7,129	7,239	7,302	63	0.87%
Less: Capitalized and distributed costs	(36)	(394)	(147)	(287)	(140)	95.24%
<b>Net Material Costs</b>	<b>7,198</b>	<b>6,735</b>	<b>7,092</b>	<b>7,015</b>	<b>(77)</b>	<b>-1.09%</b>
2.3 Depreciation, Amortisation & Impairment	4,576	4,636	5,454	4,927	(527)	-9.66%
2.4 Finance Costs	557	512	628	532	(96)	-15.29%
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-
<b>Total Expenses</b>	<b>16,988</b>	<b>16,427</b>	<b>18,189</b>	<b>17,397</b>	<b>(792)</b>	<b>-4.35%</b>
<b>Operating Surplus / (Deficit)</b>	<b>(1,143)</b>	<b>(1,346)</b>	<b>(1,475)</b>	<b>(687)</b>	<b>788</b>	<b>-53.42%</b>
Asset Disposal & Fair Value Adjustments	(111)	19	-	-	-	0.00%
3 Amounts Received Specifically for New or Upgr	258	1,496	655	2,810	2,155	329.01%
Physical Resources Received Free of Charge	2,024	1,564	2,000	-	(2,000)	-100.00%
Operating Result from Discontinued Operation	-	-	-	-	-	0.00%
<b>Net Surplus / (Deficit) <sup>1</sup></b>	<b>1,028</b>	<b>1,733</b>	<b>1,180</b>	<b>2,123</b>	<b>943</b>	<b>79.92%</b>
<b>Other Comprehensive Income</b>						
<i>Amounts which will not be reclassified subsequently to operating result</i>						
Changes in Revaluation Surplus - I,PP&E	723	-	-	-	-	-
Recoupments Offset to asset Revaluation Reserve	-	(13)	-	-	-	-
<b>Total Other Comprehensive Income</b>	<b>-</b>	<b>(13)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>1,028</b>	<b>1,720</b>	<b>1,180</b>	<b>2,123</b>	<b>943</b>	<b>80%</b>
<b>Operating Surplus Ratio</b>	<b>-7%</b>	<b>-9%</b>	<b>-9%</b>	<b>-4%</b>	<b>5%</b>	<b>-53%</b>

# Notes on Budget Movements 2019-20

## 1. Income

### 1.1 Rates

2019/20 Budget	\$ 10.588m
2018/19 Budget	\$ 10.272m
Increase 3.08%	\$ 316,000

Changes in rates revenue due to:

1	Increase in NRM Levy	\$ 3,000	Last year's budget \$385k now \$388k
2	Increase in PP Differential	\$ 50,000	As per Council resolution
3	Uplift 1.6%	\$ 108,000	CPI increase
4	Growth	\$ 125,000	New Capital Improvements
5	CWMS	\$ 43,000	Extra properties budgeted in Penneshaw
6	Waste	\$ 25,000	CPI Increase
7	Decrease Search fees & Fines	\$ (38,000)	Under budget in 2018/19 YTD

### 1.2 Rates Rebates – \$3,000 increase in rates rebates

### 1.3 Statutory Charges – Expect slightly increased activity.

### 1.4 User Charges

2019/20 Budget	\$1.09m	
2018/19 Budget	\$1.19m	
Decrease 7.9%	\$94,000	Lower airport landing fees budgeted, no rent from OCKI

Changes in:

1	Increase in Bio Solids	\$ 0	No change
2	Camping Fees	\$ (2,000)	Based on YTD 18/19 actual receipts
3	Boat launching fees	\$ 0	No change – YTD 17/18 below expectations
4	Cemetery Fees	\$ 0	No change
5	Airport Lease Income	\$ 9,000	Increased – based on YTD 18/19
6	Airport Passenger Fees	\$ (58,000)	Decreased – based on YTD 18/19
8	Rent Received	\$ (45,000)	Office of Commissioner for Kangaroo Island closed, Lower income from American River
9	Sealink Income	\$ 5,000	CPI Increase
10	Standpipes	\$ (3,000)	Offset by lower expense

### 1.5 Grants, Subsidies & Contributions

2019/20 Budget	\$4.461m
2018/19 Budget	\$4.632m
Decrease 3.7%	\$171,000

Change in Grants, Subsidies and contributions due to:

1	FAGS Grant	\$ (96,000)	CPI Increase on 18/19 grant, No Additional Local Road Funding budgeted
2	Community engagement	\$ (155,000)	One off grant received in 2018/19
3	DPTI Grant	\$ 2,000,000	Unsealed Roads Upgrade Grant
4	Roads to Recovery Grant	\$ 325,000	Shown as Capital in 2018/19
5	KI Hazard Mapping Grant	\$ 7,000	Another grant expected
6	Community Development	\$ (2,000)	Grant not expected to continue
7	Airport Grant	\$ (2,250,000)	Income to be amortised – shown as Capital

1.6 Investment income – down	\$1,000	Based on YTD 18/19 actual receipts
1.7 Reimbursements – down	\$57,000	Conservative estimate
1.8 Other Income – no change		

## 2. Expenses

### 2.1 Employee Costs

2019/20 Budget	\$5.365m	
2018/19 Budget	\$5.557m	
Decrease 3.46%	\$192,000	Staff rationalisation

### 2.2 Materials, Contracts & Other Expenses

2019/20 Budget	\$7.302m
2018/19 Budget	\$7.239m
Increase 0.87%	\$63,000

#### Increase in Materials, Contracts & Other Expenses

1	Other Contractual Services	\$ 22,000	Offset part of change to Misc Works Contract
2	KI Hazard Mapping grant	\$ 52,000	Grant money to be fully expended
3	Electricity	\$ 17,000	Based on YTD 18/19
4	Renewal Software Licences	\$ 14,000	Additional asset software,
5	Insurances	\$ 30,000	Increase in asset value
6	Plant Opex	\$ 253,000	Fuel costs increase, some to be capitalised
7	Elected Members	\$ 10,000	Extra mileage allowance
8	Miscellaneous Furn & Fittings	\$ 12,000	New chairs for Chambers
9	Governance Committee Allowances	\$ 13,000	Changes to legislation
11	Subscriptions	\$ 30,000	Changes to legislation
12	Other sundries	\$ 17,000	Other sundry increases

#### Decreases in Materials, Contracts & Other Expenses

1	Consultants	\$ 74,000	Reduction in consultants use
2	Misc Works Contracts	\$ 144,000	Less miscellaneous works
3	Legal Fees	\$ 21,000	Elected members expectation
4	Electrical & Mechanical Repairs	\$ 25,000	Overspend in 18/19 to be corrected
5	Quarry Material	\$ 16,000	Increased \$48k in 18/19, now reduced
6	Construction Material	\$ 20,000	Increased \$40k in 18/19, now reduced
7	Stationery, Printing, Office Supplies	\$ 12,000	Based on YTD 18/19
8	Materials – Furniture & Fittings	\$ 15,000	Budget savings
9	Other materials	\$ 29,000	Budget savings
10	Advertising expenses	\$ 10,000	Budget savings
11	Debt recovery costs	\$ 24,000	Based on YTD 18/19
12	Training, Seminar etc	\$ 17,000	Based on YTD 18/19

### 2.3 Depreciation

2019/20 Budget	\$4.927m	
2018/19 Budget	\$5.454m	
Decrease 9.7%	\$527,000	Actual depreciation at airport less than LY estimate

## 2.4 Finance Costs

2019/20 Budget	\$532,000	
2018/19 Budget	\$628,000	
Decrease 15.3%	\$96,000	Higher interest rate loans being repaid

## 3. Amounts Received Specifically for New or Upgraded Assets

2019/20 Budget	\$2,810,000	Amortisation of Airport grant income to be reported here \$2,250,000. Grant for Wedgewood/Hickmans reported here \$560,000.
2018/19 Budget	\$655,000	
Increase 329.01%	\$2,155,000	

**Kangaroo Island Council**  
**Budgeted Statement of Financial Position**  
**Proposed Budget 2019/20**

	Audited AFS 2016/17	Audited AFS 2017/18	2018/19 Original Budget	2019/20 Proposed Budget	Variance between 2018/19 & 2019/20
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents	2,917	4,519	886	890	4
Trade & Other Receivables	2,566	1,068	2,182	2,182	-
Inventories	216	366	216	366	150
<b>Total Current Assets</b>	<b>5,699</b>	<b>5,953</b>	<b>3,284</b>	<b>3,438</b>	<b>154</b>
<b>Non-Current Assets</b>					
Equity Accounted Investments in Council Businesses	108	121	108	121	13
Infrastructure, Property, Plant & Equipment	197,346	218,387	214,866	218,788	3,922
Other Non-Current Assets	6,132	965	5,000	2,000	(3,000)
<b>Total Non-Current Assets</b>	<b>203,586</b>	<b>219,473</b>	<b>219,974</b>	<b>220,909</b>	<b>935</b>
<b>TOTAL ASSETS</b>	<b>209,285</b>	<b>225,426</b>	<b>223,258</b>	<b>224,347</b>	<b>1,089</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Trade & Other Payables	2,191	4,716	2,191	1,845	(346)
Borrowings	1,166	1,189	1,296	1,296	-
Provisions	880	971	880	993	113
<b>Total Current Liabilities</b>	<b>4,237</b>	<b>6,876</b>	<b>4,367</b>	<b>4,134</b>	<b>(233)</b>
<b>Non-Current Liabilities</b>					
Trade & Other Payables	4,324	14,013	15,375	13,125	(2,250)
Borrowings	13,866	15,946	15,544	15,207	(337)
Provisions	287	300	287	287	-
<b>Total Non-Current Liabilities</b>	<b>18,477</b>	<b>30,259</b>	<b>31,206</b>	<b>28,619</b>	<b>(2,587)</b>
<b>TOTAL LIABILITIES</b>	<b>22,714</b>	<b>37,135</b>	<b>35,573</b>	<b>32,753</b>	<b>(2,820)</b>
<b>Net Assets</b>	<b>186,571</b>	<b>188,291</b>	<b>187,685</b>	<b>191,594</b>	<b>3,909</b>
<b>EQUITY</b>					
Accumulated Surplus	13,093	14,240	14,257	17,543	3,286
Asset Revaluation Reserves	171,713	171,700	171,713	171,700	(13)
Other Reserves	1,765	2,351	1,715	2,351	636
<b>Total Council Equity</b>	<b>186,571</b>	<b>188,291</b>	<b>187,685</b>	<b>191,594</b>	<b>3,909</b>



<b>Kangaroo Island Council</b> <b>Budgeted Statement of Changes in Equity</b> <b>Proposed Budget 2019/20</b>				
	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
	\$ '000	\$ '000	\$ '000	\$ '000
<b>2019/20 Budget</b>				
Balance at the end of previous reporting period	15,420	171,700	2,351	189,472
a. Net Surplus / (Deficit) for Period	2,123	-		2,123
b. Other Comprehensive Income	-			-
- Gain (Loss) on Revaluation of I,PP&E	-			-
Total Comprehensive Income	2,123	-	-	2,123
c. Transfers between Reserves	-			-
Balance at the end of period	17,543	171,700	2,351	191,596
<b>2018/19 Budget</b>				
Balance at the end of previous reporting period	14,240	171,700	2,351	188,291
a. Net Surplus / (Deficit) for Period	1,180	-		1,180
b. Other Comprehensive Income	-			-
- Gain (Loss) on Revaluation of I,PP&E	-			-
Total Comprehensive Income	1,180	-	-	1,180
c. Transfers between Reserves	-			-
Balance at the end of period	15,420	171,700	2,351	189,472
<b>Jun-18</b>				
Balance at the end of previous reporting period	13,093	171,713	1,765	186,571
a. Net Surplus / (Deficit) for Period	1,733			1,733
b. Other Comprehensive Income	-			-
- Gain (Loss) on Revaluation of I,PP&E				
Recoupments Offset to asset Revaluation Reserve		(13)		(13)
Total Comprehensive Income	1,733	(13)	-	1,720
c. Transfers between Reserves	(586)		586	-
Balance at the end of period	14,240	171,700	2,351	188,291
<b>Jun-17</b>				
Balance at the end of previous reporting period	11,817	170,990	2,013	184,820
a. Net Surplus / (Deficit) for Year	1,028	-	-	1,028
b. Other Comprehensive Income				
- Gain (Loss) on Revaluation of I,PP&E	-	723	-	723
Total Comprehensive Income	1,028	723	-	1,751
c. Transfers between Reserves	248	-	(248)	-
Balance at the end of period	13,093	171,713	1,765	186,571
<b>Jun-16</b>				
Balance at the end of previous reporting period	8,713	176,601	2,292	187,606
a. Net Surplus / (Deficit) for Year	2,825	-	-	2,825
b. Other Comprehensive Income				
- Gain (Loss) on Revaluation of I,PP&E	-	(5,611)	-	(5,611)
Total Comprehensive Income	2,825	(5,611)	-	(2,786)
c. Transfers between Reserves	279	-	(279)	-
Balance at the end of period	11,817	170,990	2,013	184,820

# KANGAROO ISLAND COUNCIL

## Budgeted Statement of Cash Flows

### Proposed Budget 2019/20

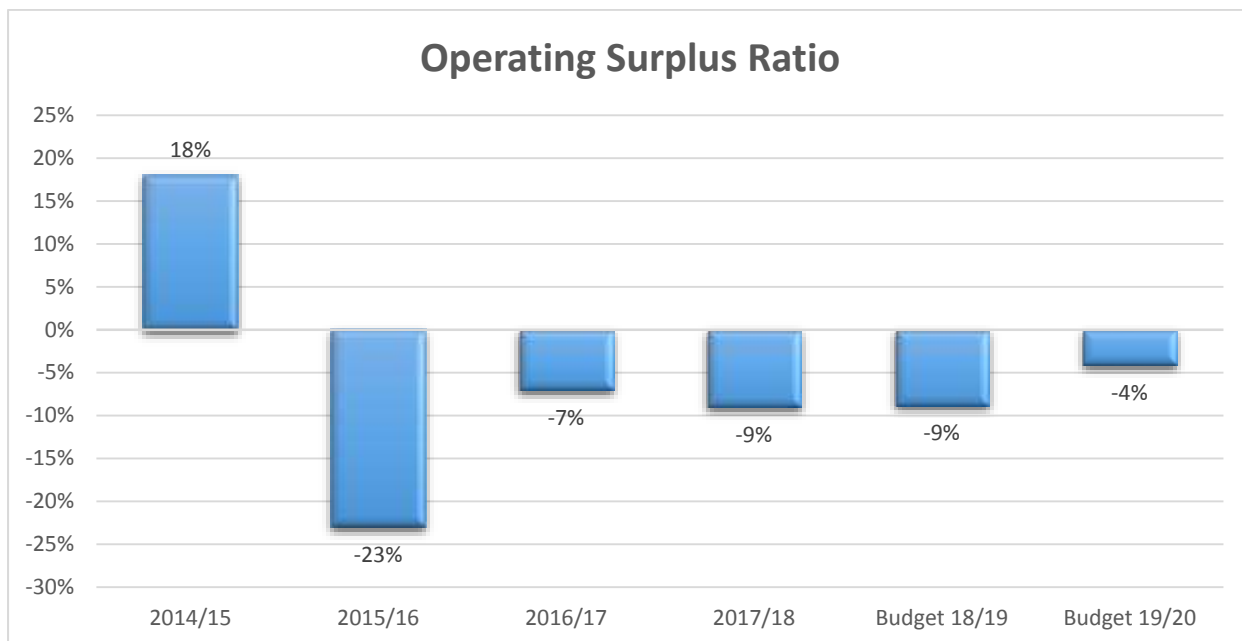
	Audited AFS 2016/17	Audited AFS 2017/18	2018/19 Original Budget	2019/20 Proposed Budget	Variance between 2018/19 & 2019/20	Variance between 2018/19 & 2019/20
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>						
<u>Receipts</u>	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Operating Receipts	20,598	31,163	14,458	16,705	2,247	15.54%
Investment Receipts	12	6	6	5	(1)	-16.67%
<u>Payments</u>						
Operating Payments to suppliers & employees	(12,800)	(13,723)	(12,851)	(11,938)	913	-7.10%
Finance Payments	(529)	(503)	(628)	(532)	96	-15.29%
<b>Net cash provided by (or used in) Operating Activities</b>	<b>7,281</b>	<b>16,943</b>	<b>985</b>	<b>4,240</b>	<b>3,255</b>	<b>330.46%</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>						
<u>Receipts</u>						
Amounts specifically for new or upgraded assets	258	1,496	655	560	(95)	-14.50%
Sale of replaced assets	18	60	0	0	0	0.00%
Sale of surplus assets	39	70	0	0	0	0.00%
<u>Payments</u>						
Expenditure on renewal/replacement of assets	(2,162)	(7,066)	(1,232)	(2,968)	(1,736)	140.91%
Expenditure on new/upgraded assets	(7,958)	(12,004)	(1,232)	(1,591)	(359)	29.14%
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(9,805)</b>	<b>(17,444)</b>	<b>(1,809)</b>	<b>(3,999)</b>	<b>(2,190)</b>	<b>121.06%</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>						
<u>Receipts</u>						
Proceeds from borrowings and Bonds received	4,115	4,574	1,500	1,649	149	9.93%
<u>Payments</u>						
Repayment of borrowings	(1,321)	(2,471)	(1,553)	(1,886)	(333)	21.44%
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>2,794</b>	<b>2,103</b>	<b>(53)</b>	<b>(237)</b>	<b>(184)</b>	<b>347.17%</b>
<b>Net Increase (Decrease) in cash held</b>	<b>270</b>	<b>1,602</b>	<b>(877)</b>	<b>4</b>	<b>881</b>	<b>-100.46%</b>
Cash & cash equivalents at beginning of period	2,647	2,917	1,763	886	1,763	4,519
<b>Cash &amp; cash equivalents at end of period</b>	<b>2,917</b>	<b>4,519</b>	<b>886</b>	<b>890</b>	<b>2,644</b>	<b>4,518</b>

**KANGAROO ISLAND COUNCIL**  
**Budgeted (YTD) Uniform Presentation of Finances**  
Proposed Budget 2019/20

	Audited AFS 2016/17	Audited AFS 2017/18	2018/19 Original Budget	2019/20 Proposed Budget
	\$ '000	\$ '000	\$ '000	\$ '000
<b>Income</b>	15,845	15,081	16,714	16,710
less Expenses	(16,988)	(16,427)	(18,189)	(17,397)
<b>Operating Surplus / (Deficit)</b>	(1,143)	(1,346)	(1,475)	(687)
<b>less Net Outlays on Existing Assets</b>				
Capital Expenditure on renewal and replacement of Existing Assets	(2,162)	(7,066)	(1,232)	(2,968)
less Depreciation, Amortisation and Impairment	4,576	4,636	5,454	4,927
less Proceeds from Sale of Replaced Assets	18	60	0	0
	2,432	(2,370)	4,222	1,959
<b>less Net Outlays on New and Upgraded Assets</b>				
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	(7,958)	(12,004)	(1,232)	(1,591)
less Amounts received specifically for new and Upgraded Assets	258	1,496	655	560
less Proceeds from sale of Surplus Assets (including investment property & real estate developments)	39	70	0	0
	(7,661)	(10,438)	(577)	(1,031)
<b>Net Lending / (Borrowing for Financial Year)</b>	(6,372)	(14,154)	2,170	241

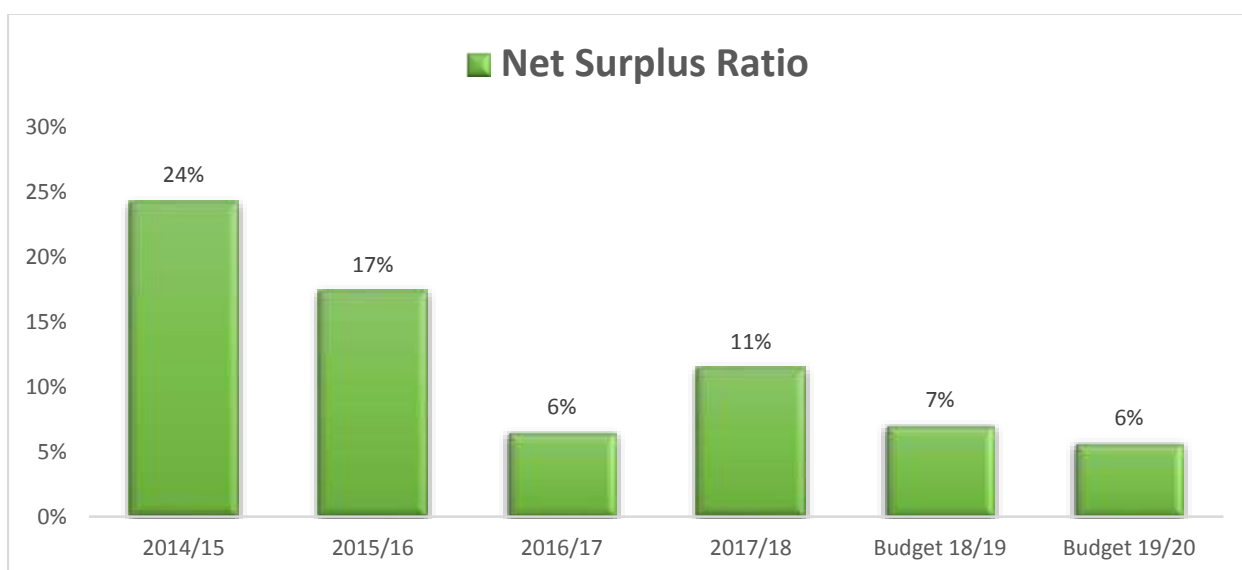
# APPENDIX B

## FINANCIAL INDICATORS



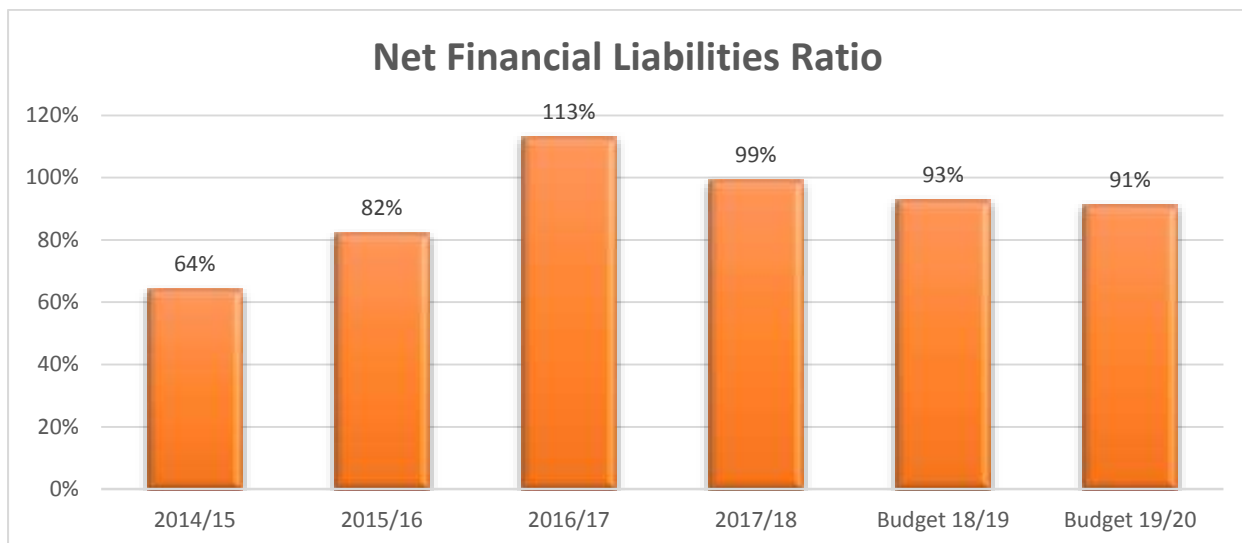
The Operating Surplus Ratio is calculated as the percentage by which the annual Operating Surplus or Deficit varies from the total Operating Income.

**Target** – We aim to achieve an Operating Surplus Ratio of 0% within 10 years.



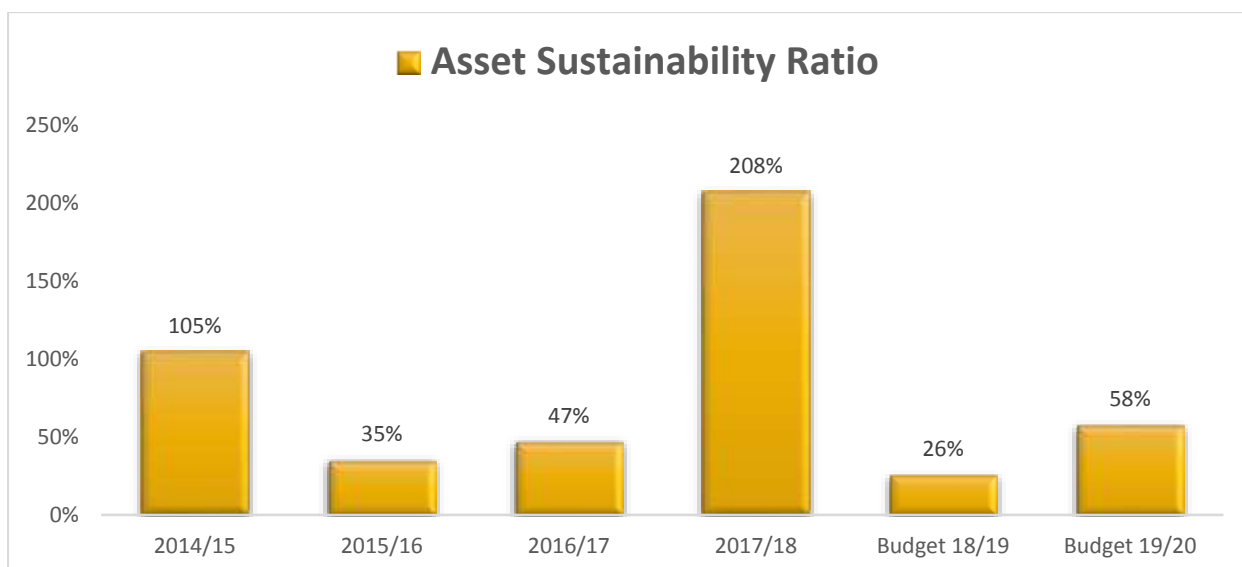
The Net Surplus Ratio indicator is calculated as the percentage by which the annual Net Surplus or Deficit varies from the total Operating Income.

**Target** – We aim to achieve a Net Surplus every year.



The Net Financial Liabilities Ratio represents Council's net financial liabilities (total financial liabilities less current assets) expressed as a percentage of total operating revenue.

**Target** – This Ratio should be greater than zero but less than 100% of Operating Revenue.



The Asset Sustainability Ratio indicates the extent to which existing non-financial assets are being renewed and replaced, compared with the asset renewal and replacement expenditure identified as warranted in Councils Infrastructure and Assets Management Plan (I&AMP). It is calculated by measuring capital expenditure on renewal or replacement of assets for a period, divided by the optimal level of expenditure proposed in Councils I&AMP.

**Target** - Capital outlays on renewing/replacing assets are greater than 90% but less than 110% of the level proposed in the Infrastructure and Asset Management Plan.

## Financial Indicators

Estimates for Council's Operating Surplus Ratio, Net Financial Liabilities Ratio and Asset Sustainability Ratio for 2019-20 budget are set out below in a manner consistent with the note in the Model Financial Statements entitled "*Financial Indicators*".

	Budget 19/20	Budget 18/19	Actual 17/18
Operating Surplus Ratio	-4%	-9%	-9%
Net Financial Liabilities Ratio	91%	93%	99%
Asset Sustainability Ratio	50%	36%	155%

Kangaroo Island Council continues to struggle to provide Operating Surpluses due to our high value of assets held, in particular over 1,362 kms of road, together with bridges, kerbs and footpaths valued at in excess of \$166M. With total depreciation of \$4.9M and general rates revenue of \$6.9M Council will be reliant on grants to provide the services expected of a Local Government.

The Net Financial Liabilities Ratio has been inflated in recent years by the short term borrowings from the LGFA to support the Airport redevelopment. It is expected that in the next couple of years that this ratio will sit comfortably below the upper target of 100%.

Asset Sustainability Ratio – As a Council we continue to struggle to achieve our targets in this area in part as we have incurred large expenditure on new assets in recent years (Penneshaw CWMS and the Airport), however over the last eight years Council has received road upgrades from the State Government which are not included in this ratio.



## APPENDIX C

2019-20

### CAPITAL WORKS, NEW AND RENEWED EXPENDITURE

## 2019-20 Capital Works List

		CAPEX	CAPIN
Airport	Explosive Trace Device	\$ 50,000	
Cemeteries	Kingscote Cemetery Stage 2	\$ 30,000	
Buildings	Air Conditioners for Meeting Rooms	\$ 48,000	
	Security Fence with Electric Gate at Depot		
Fire Management	Clean up of Various townships	\$ 50,000	
Footpaths	Upgrade to Footpaths	\$ 150,000	
Kerbs	Investigator Avenue	\$ 115,000	
	Parndana Pram Ramp upgrades		
Parks and Gardens	Camping and Day Visitor Amenities	\$ 25,000	
	Flag Staff Hill Revegetation		
Plant Replacement	(White Fleet) Ute replacements	\$ 100,000	
Unsealed Roads	DPTI \$2M Unsealed Roads Program – North Coast Road	\$ 2,410,000	\$ -2,000,000
	Ten Trees Rd (part resheet)		\$ -324,570
	Cape Willoughby Rd (part resheet)		
	Willson River Road (part resheet)		
	Muston Road (part resheet)		
	Moores Road (part resheet)		
	Island Beach Streets		
Sealed Roads	Wedgewood Rd Hickmans Road upgrade to Seal (SLRP)	\$ 1,125,649	\$ -560,432
	The Lane – Penneshaw (Stage 2)		
	South Coast Road (part reseal)		
	Birchmore Road (part reseal)		
	Drew Street (Car parks reseal)		
	Burdon Drive (par reseal)		
Risk Mitigation & Safety	A/River levy bank preparation works	\$ 25,000	
	Total	\$ 4,128,649	\$ -2,885,002
	Net Capital Spend	\$ 1,243,647	
CWMS *	Parndana – lining VC pipes	\$ 430,000	
	Septic Tank additions for Dump Ezy’s		
	Penneshaw CWMS- West Stage 2		
	Penneshaw WWTP Irrigation		
Total CWMS		\$430,000	
Total Net Capital Spend		\$ 1,673,647	
* CWMS Capital works to be funded from CWMS self-servicing entity (covered as part of the CWMS service charge)			

## 2019-20 New and Renew Expenditure

<b>New Capital Projects</b>	\$ 1,590,649
<b>Renew Capital Projects</b>	\$ 2,968,000

## APPENDIX D

### RATING AND REBATE POLICY

	<b>Rating and Rebate Policy</b>
<b>File Number</b>	18.8.11
<b>Date Adopted:</b>	08 August 2008
<b>Minute Reference:</b>	11.3
<b>Next Review date:</b>	June 2019
<b>Responsible Manager/s or Department:</b>	Business Support Department
<b>Related Policies / Codes:</b>	<ul style="list-style-type: none"> <li>➤ Code for Establishing and Applying Property Units as a Factor of the Imposition of Annual Service Charges for Community Wastewater Management Systems - published by the Local Government Association of South Australia, April 2006</li> <li>➤ Fees &amp; Charges Policy</li> <li>➤ Funding Policy</li> <li>➤ Kerbside Waste Collection Policy V7.1 (FRWA)</li> </ul>
<b>Related Procedure(s):</b>	<ul style="list-style-type: none"> <li>➤ Rates Management Procedure Manual</li> </ul>
<b>Related Document(s):</b>	<ul style="list-style-type: none"> <li>➤ <i>Aged Care Act, 1997</i> (Commonwealth)</li> <li>➤ <i>Community Titles Act, 1996</i></li> <li>➤ <i>Education and Early Childhood Services (Registration &amp; Standards) Act, 2001</i></li> <li>➤ <i>Goods and Services Act, 1999</i></li> <li>➤ <i>Local Government Act, 1999</i></li> <li>➤ <i>Local Government (General) Regulations, 1999</i></li> <li>➤ <i>Health Care Act, 2008</i></li> <li>➤ <i>Valuation of Land Act, 1971</i></li> <li>➤ <i>Natural Resources Management Act, 2004</i></li> <li>➤ <i>Water Industries Act, 2012</i></li> </ul>

## 1. Introduction

This document sets out the policy of the Kangaroo Island Council for setting and collecting rates from its community for the year ending 30 June 2019.

## 2. Scope

Council's powers to raise rates are found in Chapter 10 of the *Local Government Act 1999* (the *Act*). The *Act* provides the framework within which the Council must operate, but also leaves room for the Council to make a range of policy choices. This document includes reference to compulsory features of the rating system, as well as the policy choices that the Council has made on how it imposes and administers the collection of rates.

### 3. Definitions

‘CPI’ means Consumer Price Index

‘CWMS’ means Community Wastewater Management Scheme

‘DCSI’ means Department for Communities & Social Inclusion

‘DVA’ means Department of Veterans’ Affairs

‘EFTPOS’ means Electronic Funds Transfer at Point Of Sale

‘LGA’ means the Local Government Association of SA

‘NRM Levy’ means Natural Resources Management Board Levy

‘Notional Valuation’ means the capital valuation assigned by the State Valuation Office after allowing for the portion of land under a current State Heritage Agreement

‘SFE’ means Single Farm Enterprise

‘the Act’ means the *Local Government Act*, 1999

### 4. Policy Statement

#### 4.1. Strategic Focus

In setting its rates for each financial year Council will consider the following:

- Its Strategic Plan.
- Its Long Term Financial Plan.
- State legislative requirements.
- Its Budget requirements.
- The current economic climate.
- The specific issues faced by our community.
- The impact of rates on the community.
- The impact of rates on businesses.
- The relationship between Council objectives and rating policy.
- Council’s debt strategy.
- Required funding for future asset replacement.
- The impact of differential changes in property valuations across the Island.
- As may be relevant, issues of consistency and comparability across Council areas in the imposition of rates on sectors of the community.

Copies of Council’s Strategic Plan and Budget will be available for inspection and purchase at the Kangaroo Island Council offices and at Council’s website [www.kangarooisland.sa.gov.au](http://www.kangarooisland.sa.gov.au)

#### 4.2. Method Used to Value Land

Councils may adopt one of three valuation methodologies to value the properties in their areas. They are:

- Capital Value – the value of the land and all the improvements on the land.
- Site Value – the value of the land and any improvements which permanently affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements.
- Annual Value – a valuation of the rental potential of the property.

The Kangaroo Island Council has decided to use Capital Value as the basis for valuing land within the Council area. Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers because property value is considered a reasonable indicator of income and capital value, which closely approximates the market value of a property.

#### **4.3. Adoption of Valuations**

A Council may employ or engage a Valuer to value the land in the area or it may use the valuations provided by the Valuer-General, or it may use a combination of both subject to certain restrictions. The Valuer-General is a statutory officer appointed by the Governor. The Kangaroo Island Council has adopted the most recent valuations made by the Valuer-General.

#### **4.4. Objection to Valuation**

A person may object to a valuation of the Valuer-General in writing, setting out the reasons for the objection, and the Valuer General must consider the objection. An objection to a valuation must be made within 60 days after the date of service of the valuation notice to which the objection relates, explaining the basis for the objection. If the person then remains dissatisfied with the valuation, they have a right to a review.

Right-of-Review applications must be made within 21 days of receipt of the notice of the decision (in relation to the objection) from the Valuer-General. A payment of the prescribed fee for the review to be undertaken, together with the review application must be lodged in the Office of the Valuer-General, who will then refer the matter to an independent Valuer. If the person remains dissatisfied with the valuation then they have a right of appeal to the Land and Valuation Court.

The address of the Office of the Valuer-General is:

Postal:	State Valuation Office GPO Box 1354 Adelaide SA 5001
Telephone:	1300 653 345
Email:	<a href="mailto:lsgobjections@sa.gov.au">lsgobjections@sa.gov.au</a>
Website:	<a href="http://www.sa.gov.au/landservices">www.sa.gov.au/landservices</a>

**Note:** Council has no role in the process of considering an objection to a valuation. It is also important to note that the lodgement of an objection does not change the due date for the payment of rates.

#### **4.5. Notional Values**

Certain properties may be eligible for a notional value under the *Valuation of Land Act 1971*. This relates to some primary production land or where there is State Heritage recognition. Any owner who believes that they are entitled to a 'notional value' must apply in writing to the Office of the Valuer-General.

#### **4.6. Business Impact Statement**

Council has considered the impact of rates on businesses in the Council area, including primary production. In considering the impact, Council assessed the following matters:

- Those elements of Council's strategic management plans relating to business development.

- The current and forecast economic climate.
- Operating and capital projects for the coming year that will principally benefit industry and business development on the Island.
- Movement in the Consumer Price Index (Adelaide Capital City index) and other relevant indices. The CPI represents the movement in prices associated with the goods and services consumed by the average metropolitan household for the most recent calendar year.
- Valuation changes in commercial and industrial properties as compared with valuation changes in residential properties across the Island.

#### **4.7. Council's Revenue Raising Powers**

All land within a Council area, except for land specifically exempt (e.g. Crown Land, Council occupied land and other land prescribed in the *Local Government Act*, 1999 – refer Section 147 of the *Act*), is rateable. The *Local Government Act*, 1999 provides for a Council to raise revenue for the broad purposes of the Council through a general rate, which applies to all rateable properties, or through differential general rates, which apply to classes of properties.

In addition, Council can raise separate rates for specific areas of the Council or service rates or charges for specific services. Council also raises revenue through fees and charges, which are determined giving consideration to the cost of the service provided and any equity issues. The list of applicable fees and charges is available for inspection and purchase at the Kangaroo Island Council offices and free of charge from Council's website [www.kangarooisland.sa.gov.au](http://www.kangarooisland.sa.gov.au)

A Goods and Services Tax at a rate determined under the *Goods and Services Act*, 1999 will be charged on those fees not given exemption under the *Act*.

#### **4.8. Differential General Rates**

Council set the differential general rates for the current year after consideration of capital value changes as advised by the Valuer-General. Other factors taken into consideration include equity and fairness, simplicity, benefit to the community, impact of the differentials and the capacity to pay.

Kangaroo Island Council uses differential rating as it believes it is the fairest method of allocating rates. Council's differential rating system is based on land use.

The proposed differential general rates on the capital value of all rateable land in the area of the Council vary according to the use of the land for the current year as follows:

1. Residential
2. Commercial – Shop
3. Commercial – Office
4. Commercial – Other
5. Industry – Light
6. Industry – Other
7. Primary Production
8. Vacant Land
9. Other
10. Marinas

If a ratepayer believes that a particular property has been wrongly classified by Council as to its land use, then the ratepayer (the objector) may object to that land use classification (to Council) within 60 days of being notified. The objection must set out the basis for the objection and details of the land use that, in the opinion of the ratepayer, should be attributed to that property.

Council may then decide an objection as it sees fit and notify the objector in writing of its decision. An objector also has the right to appeal against Council's decision to the Land and Valuation Court.

A ratepayer may raise the matter with Council and, upon request, Council will provide a copy of Section 156 of the *Local Government Act*, 1999 which sets out the rights and obligations of ratepayers in respect of objections to a land use classification.

**Note:** Lodgement of an objection does not change the due date for the payment of rates.

#### **4.9. Fixed Charge**

Council imposes a fixed charge on each assessed property.

Where two or more adjoining properties have the same owner **and** are occupied by the same occupier, only one fixed charge is payable by the ratepayer.

The reason for a fixed charge is to ensure that all residents / owners contribute towards the provision of basic services at a reasonable level.

#### **4.10. Service Charge – Community Wastewater Management Scheme (CWMS) (formerly known as STEDS)**

Council provides a Community Wastewater Management Scheme to most properties within the townships of Kingscote, Brownlow, Parndana, American River and Penneshaw, while also maintaining a service at Parndana East. Council must cover the full cost of operating and maintaining the service, inclusive of interest payments on loans raised to upgrade the CWMS systems. Council must also allow for the future capital replacement of the system.

Council has committed to sustainable charging for CWMS on Kangaroo Island, which has been determined by the LGA and other external sources. Council will recover this cost through the imposition of a sustainable service charge per property unit as follows:

- Areas in the townships of Kingscote, Brownlow, Parndana, Parndana East, American River and Penneshaw, with the service charge being levied on all properties whether connected or otherwise, and if property is developed or vacant, and located in the defined collection scheme boundaries.

The property units are determined by reference to the "CWMS Accounting Principles – The Costing and Pricing of CWMS – December 2016." published by the Local Government Association of South Australia.

#### **4.11. Service Charges – Waste Management**

Council is continuing to impose a Waste Management Service Charge in respect of the collection, treatment and disposal (including by recycling) of waste for the whole of Kangaroo Island. This charge is calculated and incurred in line with the Fleurieu Regional Waste Authority Kerbside Waste Collection Policy, whilst separating the waste management services provided and payments determined as follows:-

<b>Category 1: Waste Treatment &amp; Disposal</b>	<b>Category 2: Waste Collection</b>
All Rateable Properties.	Residential
	Commercial
	Industrial



Note:-

- Approved Single Farm Enterprises receive Waste Rebates, however all occupied property Assessments are charged the applicable Waste Service Charges.
- Non-rateable property Assessments will incur the annual Waste Management Service Charge if the Waste Collection Service is provided to the property Assessment.

Pursuant to Section 155 of the *Local Government Act*, 1999 and Regulation 13 of the *Local Government (General) Regulations*, 2013, waste collection charges are applied on properties that are required to take their waste a distance to be collected. The Waste Collection charges are then charged based on the following tiered rates:-

- |                                                           |       |
|-----------------------------------------------------------|-------|
| • Collection Charge Rate: Distance Less than 500 metres   | 100%; |
| • Collection Charge Rate: Distance Less than 2 kilometres | 75%;  |
| • Collection Charge Rate: Distance Less than 5 kilometres | 50%;  |
| • Collection Charge Rate: Distance Over 5 kilometres      | 0%.   |

Where more than one occupied building is located on land under a single assessment, Council reserves the right to impose additional charges in respect of these residential or commercial buildings. This proviso also applies to strata or other community title properties.

Council has determined that where land has been annexed specifically for the purpose of supporting telecommunications facilities, an application may be made by the land owner for a full rebate of the waste service charge based upon the merit of the application.

#### **4.12. Tenanted property**

Council has determined that tenants of premises where there are multiple occupants in occupation of what would otherwise be considered to be contiguous properties, or a single property having multiple occupants who lease the property from a common owner, will be charged rates in accordance with the Valuer-General's land use determination and will be levied the relevant waste management charges as determined under Council's Waste Management Policy. In addition, where CWMS is available, a separate CWMS charge will be levied on each assessment.

#### **4.13. Single Farm Enterprise (SFE)**

A SFE is defined in Section 152 of the *Act*. The definition imposes an absolute requirement that all the occupiers be the same for all of the assessments comprising the SFE (regardless of who may own the land).

Existing SFE's that have applied to Council in preceding financial years will not need to reapply – unless requested to do so by Council. However, new SFE applications will need to be submitted by 30<sup>th</sup> June..

Council reserves the right to impose additional service charges on existing SFEs if the properties have additional occupied housing contained within the properties.

#### **4.14. Natural Resources Management (NRM) Levy**

The NRM Levy, set by the NRM Boards, is a State Government tax imposed under the *Natural Resources Management Act*, 2004. As such, Councils are obliged to collect the levy on behalf of the State Government for no gain to Council.

The NRM Levy is distributed evenly throughout the Council area by the imposition of an amount on each separate assessment of rateable land in the Council area for the same amount.

#### **4.15. State Government Concessions**

##### ***Cost of Living Concession (COLC)***

The previous State Government Pension Concession of Council rates has been replaced with a COLC from 1<sup>st</sup> July 2015. Unlike the Pension Concession on Council rates which was paid directly to Council on your behalf, the COLC will be paid directly to those eligible from the State Government.

##### ***Self-Funded Retirees***

The Government of South Australia may determine that self-funded retirees meeting certain conditions will be entitled to a rebate on rates for their principal place of residence. Ratepayers who hold or are eligible and applying for a State Seniors card may be entitled to this rebate and will need to submit an application to State Government, Department of Communities and Social Inclusion (DCSI).

##### ***Centrelink Recipients and Low Income Earners***

The DCSI may assist Centrelink recipients and low income earners with the payment of Council rates for their principal place of residence. (Remissions are not available on vacant land or rental premises).

All queries and applications are to be directed to the DCSI at:-

- Email – [concessions@sa.gov.au](mailto:concessions@sa.gov.au)
- Concessions Hotline– 1800 307 758
- Website – [www.sa.gov.au/concessions](http://www.sa.gov.au/concessions)

#### **4.16. Rebate of Rates**

The *Act* sets out in Chapter 10, Division 5 (Sections 159 to 166) those provisions applicable to the Council granting a rebate of rates to persons or bodies.

##### **Mandatory Rebates**

Council must grant a rebate in the amount specified in respect of those land uses which the *Act* provides will be granted a rebate.

Rates on the following land will be rebated at **100%**:

- Health Services - Land being predominantly used for service delivery or administration by a hospital or health centre incorporated under Health Care Act 2008;
- Religious Purposes - Land containing a church or other building used for public worship (and any grounds), or land solely used for religious purposes;
- Public Cemeteries - Land being used for the purposes of a public cemetery;
- Royal Zoological Society of SA - Land (other than land used as domestic premises) owned by, or under the care, control and management of, the Royal Zoological Society of South Australia Incorporated.

Rates on the following land will be rebated at **75%**:

- Community Services - Land being predominantly used for service delivery and administration by a community services organisation. A “community services organisation” is defined in the Act as a body that –
  - is incorporated on a not for profit basis for the benefit of the public; and

- provides community services without charge or for a charge that is below the cost to the body of providing the services; and
- does not restrict its services to persons who are members of the body.

It is necessary for a community services organisation to satisfy all of the above criteria to be entitled to the mandatory 75% rebate. The *Act* further provides that eligibility for a rebate by a community services organisation is subject to it providing one or more of the following community services –

- emergency accommodation
  - food or clothing for disadvantaged persons (i.e., persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability);
  - supported accommodation (i.e., residential care facilities in receipt of Commonwealth funding or accommodation for persons with mental health, intellectual, physical or other difficulties who require support in order to live an independent life);
  - essential services, or employment support, for persons with mental health disabilities, or with intellectual or physical disabilities;
  - legal services for disadvantaged persons;
  - drug or alcohol rehabilitation services; or
  - the conduct of research into, or the provision of community education about, diseases or illnesses, or the provision of palliative care to persons who suffer from diseases or illnesses.
- Educational Purposes
    - Land occupied by a government school under a lease or licence and being used for educational purposes; or
    - Land occupied by a non-government school registered under the *Education and Early Childhood Services (Registration and Standards) Act, 2011*, and being used for educational purposes; or
    - Land being used by a University or University College to provide accommodation and other forms of support for students on a not for profit basis.

Where a person or body is entitled to a rebate of **75%** Council may, pursuant to Section 159(4) of the *Act*, increase the rebate up to a further **25%**. Council may grant the further **25%** rebate upon application or on its own initiative. In either case Council **will** take into account those matters set out within the Applications Clause of this Policy and **may** take into account any or all of those matters set out within that Clause.

Where an application is made to Council for a rebate of up to a further **25%** the application will be made in accordance with the Applications Clause of this Policy and Council will provide written notice to the applicant of its determination of that application.

### **Discretionary Rebates**

Council may in its absolute discretion grant a rebate of rates or service charges in any of the following cases pursuant to Section 166 of the *Act*:

- Where it is desirable for the purpose of securing the proper development of the area (or a part of the area);
- Where it is desirable for the purpose of assisting or supporting a business in its area;
- Where it will be conducive to the preservation of buildings or places of historic significance;
- Where the land is being used for educational purposes;
- Where the land is being used for agricultural, horticultural or floricultural exhibitions;

- f. Where the land is being used for a hospital or health centre;
- g. Where the land is being used to provide facilities or services for children or young persons;
- h. Where the land is being used to provide accommodation for the aged or disabled;
- i. Where the land is being used for a residential aged care facility that is approved for Commonwealth funding under the *Aged Care Act*, 1997 (Commonwealth) or a day therapy centre;
- j. Where the land is being used by an organisation which, in the opinion of the Council, provides a benefit or service to the local community;
- k. Where the rebate relates to common property or land vested in a community corporation under the *Community Titles Act*, 1996 over which the public has a free and unrestricted right of access and enjoyment; and
- l. Where the rebate is considered by the Council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable due to a change in the basis of valuation used for the purposes of rating, rapid changes in valuations, or anomalies in valuations.
- m. Where the rebate is considered by the Council to be appropriate to provide relief in order to avoid what would otherwise constitute a liability to pay a rate or charge that is inconsistent with the liabilities anticipated by the Council in its annual business plan or a liability that is unfair or unreasonable.
- n. Where the rebate is to give effect to a review of a decision of the Council under the *Act*, Chapter 13 Part 2.
- o. Where the rebate is contemplated under another provision of the *Act*, 1999.

Council may grant a rebate of rates up to and including 100% of the relevant rates or service charges. Council may grant a rebate for a period exceeding one year, but not exceeding 10 years in respect of (a), (b) or (k) and not exceeding 3 years in respect of (l).

Council has an absolute discretion:

- To grant a rebate of rates or service charges in the above cases; and
- To determine the amount of any such rebate.

Persons who, or bodies which, seek a discretionary rebate, will be required to submit an application form to Council and provide to Council such information as stipulated on the application form and any other information that Council may reasonably require.

Council acknowledges that it has a number of long standing arrangements with various organisations to provide discretionary rebates. For each such organisation Council reserves the right either to extend the rebate for another 12 months (and to inform the organisation accordingly without requiring it to submit an application) or to request an application for Council consideration. This latter situation will particularly apply if the circumstances of the organisation are known (or perceived) to have changed.

### **Rate Capping**

To provide ratepayers with relief against what would otherwise amount to a substantial change in rates payable by a ratepayer due to rapid changes in valuation, a rebate of general rates for the current year will be granted to the Principal Ratepayer of an Assessment under Section 166 (1) (l) of the *Act*. This can occur either by Council of its own initiative where Council is in possession of sufficient information to determine the entitlement to the rebate or otherwise on application to Council, where the amount of any increase in rates in respect of that assessment in monetary terms between the amount of general rates imposed for the last full year and the amount of general rates imposed for the current year, is greater than 20%.

The maximum increase in the general rates will be capped at a maximum of 20% increase from the previous year, subject to the below criteria being met. The amount of the rate capping rebate to be provided will be the amount which would normally apply (if the rate capping rebate did not apply) above the 20% increase.

Example:	\$1,500.00	Previous full year general rates
	\$2,000.00	Current full year general rates
	33.3%	Increase to the general rates (i.e. greater than 20%)
	\$1,500.00	Previous year general rates
Plus	<u>\$ 300.00</u>	20% of previous year general rates
	\$1,800.00	Maximum increase to general rates
Less	<u>\$2,000.00</u>	(Current year general rates), a
	<b>-\$ 200.00</b>	Rate Capping Rebate applies in current year

The rebate is only applicable if:

- The property has the same owner(s) *and the same ratepayer* in both the previous & current years;
- The increase in capital improvement is <\$10,000; and
- The rate code in both the previous & current years are the same.

The rebate will be calculated collectively on adjoining properties under identical ownership and single farm enterprises and the rate rebate will be applied to the first assessment listed.

In providing the rates capping rebate to the applicable assessments, Council has deemed the rebate should provide relief in respect of any substantial valuation change.

#### **4.17. Payment of Rates**

As required by Section 181 of the *Act*, Kangaroo Island Council offers ratepayers the opportunity to pay their rates in four equal or approximately equal instalments, due in the months of September, December, March and June each year.

In cases where the initial account requiring payment of rates is not sent at least 30 days prior to this date, or an amended account is required to be sent, the Chief Executive Officer has the authority to fix the date by which rates must be paid for these assessments.

The Chief Executive Officer also has the authority to enter into agreements with principal ratepayers relating to the payment of rates in any case where they consider it necessary or desirable to do so.

Rates may be paid by:-

- Bpay – through your bank;
- In Person during the applicable business hours at the Council office
  - 43 Dauncey Street, KINGSCOTE
  - Or
  - Penneshaw Community Business Centre Middle Terrace, PENNESHAW
- Internet – [www.kangarooisland.sa.gov.au](http://www.kangarooisland.sa.gov.au)
- Mail (cheque/money order) – PO Box 121, KINGSCOTE 5223

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard payment arrangements is invited to contact Council to discuss alternative payment arrangements. Such inquiries are treated confidentially by Council.

**Note:** Late payment fines and interest may still apply.

#### **4.18. Late Payment of Rates / Debt Recovery**

The *Act* provides that Councils may impose a penalty on any payment for rates, whether instalment or otherwise, that is received late. A payment that continues to be late is then charged an interest rate, set each year according to a formula in the *Act*, for each month it continues to be late.

The purpose of this penalty is to act as a genuine deterrent to ratepayers who might otherwise fail to pay their rates on time, to allow Councils to recover the administrative cost of following up unpaid rates and to cover any interest cost a Council may incur because it has not received the rates on time.

Any payment extensions or arrangements will continue to be charged fines & interest until the outstanding amount is paid in full.

The Kangaroo Island Council imposes late payment penalties strictly in accordance with the *Act*. The ability to remit penalties in whole or part is a power vested in Council. At the Kangaroo Island Council, each case will be considered on its merits based on the information provided.

#### **4.19. Postponement of Rates**

A postponement of rates may be granted if Council is satisfied that the payment of rates would cause financial hardship. Council may on application and subject to the ratepayer substantiating the hardship, request additional information pertaining to the relevant property. When considering the granting of a postponement of rates in respect of an assessment, the ratepayer also agrees to pay fines and interest on the amount affected in line with the *Act*.

All successful applications will require the full outstanding rates to be paid upon the completion of the postponement period or at the transfer of ownership settlement date, whichever occurs the earliest.

#### **4.20. Postponement of Rates – Seniors**

Eligible senior ratepayers (i.e. persons eligible to hold a Seniors card) have the option to apply to Council for a postponement of the payment of the prescribed proportion of rates for the current or a future financial year. The postponement is only available in relation to the prescribed proportion of rates being any amount in excess of \$500 per rateable year and applies to the principal place of residence of the eligible senior ratepayer.

Additional information pertaining to the property may be requested by Council to help in the decision making of the application, for example, mortgage documents.

If a postponement of the payment of rates occurs, interest will accrue at the rate specified in the *Act* on the amount affected by the postponement, until the amount is paid in full.

During the postponement period, Council may complete regular reviews of the outstanding balance. The reviews will be to ensure there is adequate property value available to repay the

postponement amount, plus any interest held against the property upon the sale of the property. Council may request additional information be provided to complete the review.

#### **4.21. Deferred Payments**

Under special circumstances, Council's CEO or delegate may authorise a deferred payment option to ratepayers. Deferred payment options may not incur fines and / or interest during the period specified.

The deferred payment option is intended to provide financial relief for a group of property assessments who have/are experiencing the same circumstance, as a once off relief. It is not the intention of this relief to be provided on property assessments/ratepayers singularly or on an ongoing/regular basis.

#### **4.22. Delivery of Rate Notices**

Ratepayers are able to elect to have their rate notices delivered in the post or electronically and the options are:-

- Post;
- Email;
- Bpay View – via internet banking;

The default is to deliver rate notices in the post and ratepayers are able to request Council in writing if delivery by email is preferred. If no written request is received from the ratepayer, rate notices will continue to be sent in the post.

#### **4.23. Debt Recovery**

All ratepayers have until the date on which the instalment of rates is due. After that the following recovery procedure will come into effect:

1. Fines and interest as provided by the Act will be added.
2. An overdue notice will be forwarded within 28 days of the imposition of a late payment penalty.
3. The debt may be placed in the hands of a debt collector if payment or arrangement for payment is not made within the overdue notice pay by date (21 days from date on overdue notice) and a notice of intention to issue a claim will be forwarded by the debt collector.
4. Court proceedings will be instigated if the payment is still overdue after 21 days.

All fees and court costs will be recovered from the ratepayer.

When Council receives a payment in respect of overdue rates, Council applies the money received in the following order:

1. To satisfy any costs awarded in connection with court proceedings;
2. To satisfy any interest costs;
3. In payment of any fines imposed;
4. In payment of rates, in date order of their imposition (starting with the oldest account first).

#### **4.24. Sale of Land for Non-Payment of Rates**

Section 184 of the *Act* provides that a Council may sell any property where the rates have been in arrears for three years or more. The Council is required to provide the principal ratepayer and the owner (if not the same person) with details of the outstanding amounts and advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month. The Kangaroo Island Council enforces the sale of land for non-payment of rates after 3 years or more in accordance with the provisions of the *Act*.

#### **4.25. Overpayment of Rates**

Council will not pay interest on any voluntary overpayment of rates and will not refund any amount unless requested by the principal ratepayer. Any credit balance will be applied against the next instalment of rates.

Council may review the balance of rates on each property and if rates have been overpaid, a refund payment may be processed to the principal ratepayer. Council will require in writing if the ratepayer requests any rate refunds or overpaid rates to be paid towards future rate payments.

#### **4.26. Applications**

All applications for rebates, remissions or postponements must be in writing, addressed to the Chief Executive Officer, Kangaroo Island Council via email at [kicouncil@kicouncil.sa.gov.au](mailto:kicouncil@kicouncil.sa.gov.au) or post at PO Box 121, Kingscote SA 5223 and include sufficient details to identify the relevant property and any supporting documentation in support of the application.

#### **4.27. Changes to Assessment Records**

All changes to postal address of ratepayer/owner, changes of ownership of a property and changes to ratepayer/owner name must be notified promptly to Council in writing or via Council's website at [www.kangarooisland.sa.gov.au](http://www.kangarooisland.sa.gov.au).

#### **4.28. Disclaimer**

A rate cannot be challenged on the basis of non-compliance with this policy and must be paid in accordance with the required payment provisions.

Where a ratepayer believes that Council has failed to properly apply this policy it should raise the matter with Council. In the first instance contact should be directed to the Rates Officer to discuss the matter. If after this initial contact a ratepayer is still dissatisfied, they should then write to the Chief Executive Officer, Kangaroo Island Council explaining the nature of their concerns:-

- email at [kicouncil@kicouncil.sa.gov.au](mailto:kicouncil@kicouncil.sa.gov.au); or
- post at PO Box 121, Kingscote SA 5223

### **5. Contact Details for Further Information**

	<b><u>Rates Officer</u></b>	<b><u>KI Council</u></b>
Email	<a href="mailto:rates@kicouncil.sa.gov.au">rates@kicouncil.sa.gov.au</a>	<a href="mailto:kicouncil@kicouncil.sa.gov.au">kicouncil@kicouncil.sa.gov.au</a>
Telephone	08 8553 4500	08 8553 4500
Facsimile	08 8553 2885	08 8553 2885
Website	<a href="http://www.kangarooisland.sa.gov.au">www.kangarooisland.sa.gov.au</a>	<a href="http://www.kangarooisland.sa.gov.au">www.kangarooisland.sa.gov.au</a>

### **6. Review & Responsibilities**

This Policy shall be reviewed and updated by the Kangaroo Island Council and Audit Committee annually

### **7. Availability and Grievances**

This Policy will be available for inspection at the Council's Offices 43 Dauncey Street, Kingscote during ordinary business hours and via the Council's website: [www.kangarooisland.sa.gov.au](http://www.kangarooisland.sa.gov.au)



Copies will also be provided to the public upon request, and upon payment of a fee in accordance with the Council's Schedule of Fees and Charges.

Any grievances in relation to this policy or its application should be forwarded in writing addressed to the Chief Executive Officer, Kangaroo Island Council, PO Box 121, Kingscote SA 5223

SIGNED:



Chief Executive Officer

Date: 12 June 2018

Being a Policy adopted by the Mayor  
and Elected Council

History:		
Date Reviewed:	Version:	Reason for Amendment:
8 August 2008	Version 1	Final Policy
27 April 2009	Version 2	Draft Policy Adoption 2009-10
2 July 2010	Version 3	Draft Policy Adoption 2010-11
30 June 2011	Version 4	Draft Policy Adoption 2011-12
13 June 2012	Version 5	Annual Policy Review by Council 2012-13
12 June 2013	Version 6	Annual Policy Review by Council 2013-14
11 June 2014	Version 7	Annual Policy Review by Council 2014-15
09 June 2015	Version 8	Annual Policy Review by Council 2015-16
21 June 2016	Version 9	Annual Policy Review by Council 2016-17
13 June 2017	Version 10	Annual Policy Review 2017-18 Ref# C189:2017
08 August 2017	Version 11	Minor Addition to recognise transition from Council's Waste Management Policy to FRWA's Waste Management Policy. C263:2017
12 June 2018	Version 12	Annual Policy Review 2018-19 Ref# C176:2018

